

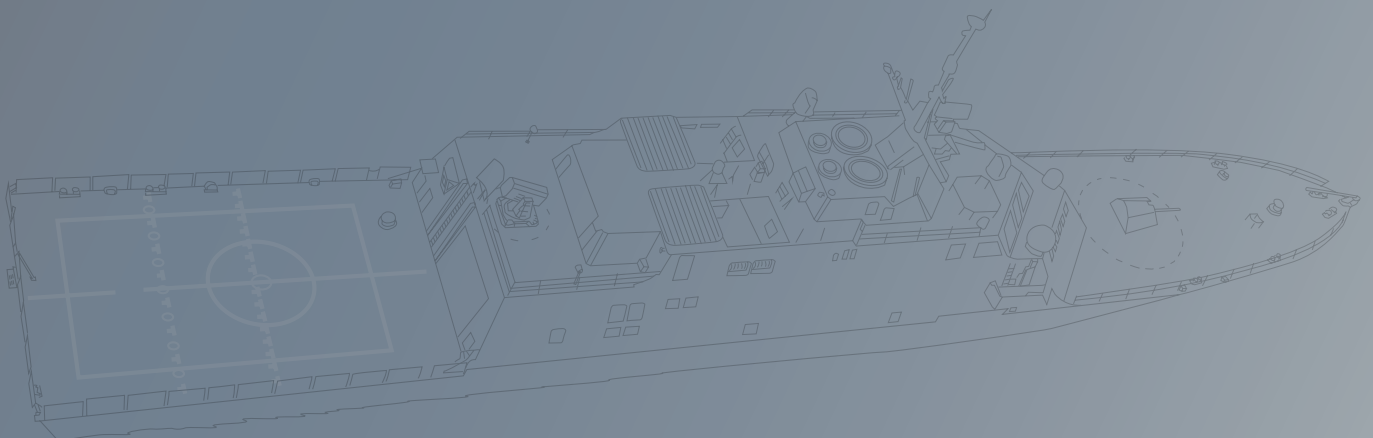


City of  
Fort Worth, Texas

**FY2014**  
**Annual Budget and**  
**Program Objectives**  
As Proposed by the City Manager



The USS Fort Worth, commissioned in Galveston, September 22, 2012



**FORT WORTH**



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# City of Fort Worth, Texas

## City Officials

**Betsy Price**

Mayor

**Salvador Espino**

District 2

**W.B. “Zim”**

**Zimmerman**

District 3

**Danny Scarth**

District 4

**Gyna Bivens**

District 5

**Jungus Jordan**

District 6

**Dennis**

**Shingleton**

District 7

**Kelly Allen-Gray**

District 8

**Joel Burns**

District 9

**Tom Higgins**

City Manager

**Fernando Costa**

Infrastructure  
Services

**Charles Daniels**

Public Safety  
Services

**Susan Alanis**

Community Development  
Services

Assistant City Managers

### Budget and Research Staff

**Jay Chapa**

Interim Finance Director

**Alan Shuror**, Budget Manager

**Aaron Cummins**, Senior Management Analyst

**Anat Zoarets**, Management Analyst II

**Kacey Bess**, Management Analyst II

**Pamela Sexton** Management Analyst II

**Orsheka Moore**, Management Analyst I

**Jesus Hernandez**, IT Technician

# CITIZENS OF FORT WORTH

## MAYOR AND COUNCIL

\$1,392,655 5.00 A.P.

### CITY ATTORNEY

\$6,012,150 53.00 A.P.

### CITY MANAGER



1.00 A.P.

### CITY SECRETARY

\$1,109,842 11.00 A.P.

### CITY AUDITOR

\$2,526,279 15.00 A.P.

#### Management Services

##### FINANCIAL MANAGEMENT SERVICES

\$8,231,317 88.00 A.P.  
Risk Management 7.00 A.P.  
Debt Service Fund \$72,966,525 0.00 A.P.

##### OFFICE SERVICES

\$1,482,852 6.00 A.P.

##### INFORMATION SYSTEMS

\$25,327,781 133.00 A.P.

##### HUMAN RESOURCES

\$3,789,331 34.65 A.P.  
Group Health Fund \$103,133,047 9.95 A.P.  
Unemployment \$522,470 0.15 A.P.  
Worker's Compensation \$13,117,131 7.75 A.P.

##### TEMPORARY LABOR

\$982,620 1.50 A.P.

##### NON-DEPARTMENTAL

\$65,937,993 0.00 A.P.

#### Community Development Services

##### CULTURE & TOURISM

\$35,437,069 133.00 A.P.

##### HOUSING & ECONOMIC DEVELOPMENT

\$4,956,592 17.90 A.P.

##### LIBRARY

\$19,012,018 219.50 A.P.

##### PARKS AND COMMUNITY SERVICES

\$41,866,894 338.10 A.P.

##### MUNICIPAL GOLF

\$4,988,364 38.00 A.P.

#### Infrastructure Services

##### AVIATION

\$4,833,553 24.00 A.P.

##### PLANNING AND DEVELOPMENT

\$11,392,166 138.00 A.P.

##### WATER AND SEWER

\$386,443,275 940.00 A.P.

##### LAKE WORTH TRUST

\$206,000 0.00 A.P.

##### TRANSPORTATION & PUBLIC WORKS

\$43,977,992 259.70 A.P.

##### CAPITAL PROJECTS SERVICE FUND (PMO)

\$14,228,642 138.00 A.P.

##### ENVIRONMENTAL PROTECTION FUND

\$4,742,916 23.30 A.P.

##### MUNICIPAL PARKING

\$6,934,278 12.00 A.P.

##### RED LIGHT ENFORCEMENT

\$9,843,330 43.00 A.P.

##### STORM WATER UTILITY

\$35,278,001 113.00 A.P.

#### Public Safety Services

##### CITY MANAGER'S OFFICE ADMINISTRATION

\$3,755,489 23.00 A.P.

##### CODE COMPLIANCE

\$16,686,268 196.00 A.P.

##### SOLID WASTE

\$56,060,962 84.00 A.P.

##### EQUIPMENT SERVICES

\$28,219,625 106.00 A.P.

##### FIRE

\$117,796,094 919.00 A.P.

##### HUMAN RELATIONS COMMISSION

\$448,582 4.25 A.P.

##### MUNICIPAL COURTS

\$16,909,218 190.50 A.P.

##### POLICE

\$204,225,440 1,797.00 A.P.

##### CRIME CONTROL & PREVENTION DISTRICT

\$59,378,477 211.00 A.P.

- ELECTED OFFICIAL
- APPOINTED BY CITY COUNCIL
- GOVERNMENTAL FUNCTIONS
- DEPARTMENTS/FUNDS



August 13, 2013

Honorable Mayor and Members of the City Council  
City of Fort Worth, Texas

The Fiscal Year 2014 (FY2014) Proposed Budget is the product of many difficult choices made through a dynamic process of looking at the City's financial health not only for the coming year, but well into the future. While Fort Worth is fortunate enough to continue reaping the benefits of a slowly recovering economy, limited financial resources continue to set the parameters the City must operate within. The FY2013 budget was developed from a maintenance perspective, reflecting the careful efforts of staff to be responsive to the Fort Worth City Council's goals and objectives and to the community's needs and desires while staying within the tight parameters of available funding.

While the City has worked in FY2013 to continually identify new efficiencies, the maintenance budget did not address the long-term financial gap facing the City. Therefore, the FY2014 proposed budget is being termed an alignment budget. This is the year that we propose comprehensive adjustments which will right-size our spending and ensure we are living within our means. The goal is to make sustainable changes to our budget that will allow us to invest in the City's infrastructure, maintain services and provide our employees with needed opportunities going forward. With guidance from the City Council, staff took the deliberate approach of recommending service reductions and program eliminations not only to balance the budget for the coming fiscal year but to help build a solid, long-term financial plan. Staff has done their best to make sure these decisions have as minimal impact as possible on the community and City staff, without need for a property tax rate increase.

The proposed FY2014 budget totals \$1.4 billion and consists of 20 different operating departments and four appointed officials, including the General Fund, Enterprise Funds, Internal Service Funds, Special Funds and Insurance Funds. Of the total budget, 39.3%, or \$570,026,320, reflects the cost of General Fund activities such as public safety, parks and community services, transportation and public works, planning and development, public libraries and general management of the City. The citywide budget includes 6,341.25 authorized positions (AP), which is a net decrease of 119.8 AP from the FY2013 adopted budget.

Significant AP transfers from the General Fund to other funds include 10.0 AP from the Parks and Community Services Department for the Late Night Program at five Community Centers and 6.0 AP from the Police Department for the School Security Initiative Program, both going to the Crime Control Prevention District (CCPD). General Fund position reductions in the proposed FY2014 budget include a total of 137.5 AP the most significant of which are 46.0 vacant positions in the Police Department, 36.0 vacant positions in the Fire Department, 15.5 AP in Transportation and Public Works, 14.0 AP in Planning and Development, 10.0 vacant AP in Code Compliance, 7.0 AP in Municipal Court, 4.0 AP in Parks and Community Services and the remaining 5.0 AP from other Departments. General Fund position increases in the FY2014 budget include a total 8.0 AP, of which 5.0 AP are for the conversion of two filled senior accountant and three filled accountant positions to permanent status in the Financial Management Services Department and 3.0 AP to staff the newly created performance management program and implement training that supports the continues improvement and lean government initiative in the Human Resources Department.

## B-2

Staff began the FY2014 budget process early by presenting Council with budget performance results from the conclusion of FY2012 on December 11, 2012 including key information on debt expenditure trends, capital program results and gas lease proceeds. On February 21, 2013, Council was updated with a first quarter FY2013 financial presentation, while staff began discussions on the impact a 10% across-the-board budget reduction would have for each individual department of the General Fund in order to build an alignment budget for FY2014. Staff provided both an Informal Report and full Financial Management Report for the second-quarter of FY2013 on May 21, 2013 to keep both the City Council and the public up-to-date on the current year's financial status, capital project accomplishments and departmental performance.

As welcome as the revenue uptick has been, in reality, the cost of providing even the same level of City services as we have in the past continues to increase. Beyond that, maintenance needs are growing, as reflected by the eight new acres of parkland and 25 new lane miles of roadway added in the past year. The City's population also continues to grow, putting further demand on existing services and infrastructure. After combining these factors with higher costs for employee and retiree healthcare benefits, fund balance reserve requirements and debt service payments, we were left with facing a significant General Fund budget shortfall for FY2014.

As City staff and I set out to address this challenge, we continued to rely on the following six "Guiding Principles" to move us forward to where we are today:

1. Balance the budget without a tax rate increase
2. Invest more in infrastructure by shifting one cent of the property tax rate from operations and maintenance to debt service
3. Minimize budgetary impact on citizens
4. Maintain the City Council's fund balance requirement of 10% of the General Fund
5. Align the current gap between expenses and revenues beyond FY2014
6. Invest in employees

It is always challenging to balance resources with needs. Accordingly, as we worked to close the budget gap, citywide expenditure and revenue opportunities, individual programs and existing service levels were all thoroughly evaluated and, in addition to the guiding principles, proposals for both enhancements and reductions were assessed on their alignment with meeting the core objectives of the Management Plan again for FY2014.

The Management Plan, developed by City staff, was designed to help guide Fort Worth in meeting the three "Management Priorities:" ensured financial health; retention of a highly skilled and diverse workforce; and efficient uses of land, infrastructure and public services. To meet these three management priorities, five "Core objectives" have also been identified:

1. Be a well-managed organization
2. Build strong neighborhoods
3. Develop a sound economy
4. Foster a healthy environment
5. Provide a safe community

Beginning with the FY2012 budget and continuing through this year, these core objectives have been a useful measure for allocating limited resources among competing needs.



Ultimately, the fruit of these efforts is a FY2014 proposed budget that is balanced. While we initially forecasted an estimated use of \$40.8M in fund balance to balance the budget, between improvements in revenue forecasts, tough reduction cuts and cost savings, we are able to present a balanced budget to you that uses only \$7.7 million of fund balance. Consequently, the City is positioned to realize greater financial stability in the years to come, while providing the resources necessary today to offer the best services and programs, enhance our infrastructure and invest in our employees.

Again, there is no change in the proposed property tax rate of \$0.8550 per \$100 of assessed valuation. The only approved change to the property tax is the reallocation of one cent from the General Fund operations and maintenance to debt service. Staff continues to review and adhere to policies set by the City Council when making budgetary and operational decisions and will continue to utilize opportunities to reevaluate existing directives for their applicability to the FY2015 budget.

Before highlighting specifics of the FY2014 budget, I would like to take some time to address a couple of topics that have received significant attention—funding for other post employment benefits (OPEB) and public safety contract negotiations.

**Other Post Employment Benefits (OPEB).** OPEB addresses the City's liability for retiree healthcare benefits. In FY2009, the City established a trust fund to address the growing retiree healthcare unfunded liability. As with the City's pension obligation, an actuarial valuation was completed on the retiree healthcare benefit and based on guidance from the City's Financial Advisers, Council approved a 20-year funding horizon. However, based on changing favorable factors and available alternatives, staff recommends not increasing the OPEB contributions for FY2014 for any funds, which equates to a \$7 million savings collectively of which \$5.2 million is the General Fund's portion. Staff proposes to hold the \$14 million transfer made to the OPEB Trust in FY2013 constant for the coming fiscal year. Recommendations on changes to the 20-year plan will be made to the City Council during budget deliberations.

**Public Safety Contract Negotiations.** The Council approved a new Police Meet & Confer contract in March 2013 which extends through September 2016 and provides pay raises of 1.0% for 2013-2014, 2.0% for 2014-15, and 1.0% at the beginning of the 2015-2016 year with an additional 2.0% in the middle of that year. Other contractual provisions include changes to educational requirements and assessment center evaluations for certain promotions, disciplinary investigation processes and recruitment standards for officers currently working for other law enforcement agencies.

In November 2007, the citizens of Fort Worth voted to give collective bargaining rights to firefighters. The first Firefighter Collective Bargaining Agreement negotiations began a year later and were approved by City Council in April 2010. The current agreement expires on September 30, 2013 and will remain in effect during the "evergreen" period until a new agreement is reached or until September 30, 2014, whichever comes first. Current negotiations between the Fort Worth Professional Firefighters Association and the City began in November 2012 and are still underway. During the FY2014 evergreen period, no changes to salary or other contractual obligations are anticipated unless a new agreement is reached. Because negotiations are still in progress, it is too soon to determine if any definitive financial impact will result from contract changes but negotiated stipulations involving salary and benefits, hiring procedures or even disciplinary actions and contract grievances could potentially affect the FY2014 and other future budgets.

## **MAJOR FUNDING AND ORGANIZATIONAL CHANGES**

### **FUNDING CHANGES**

Changes to the FY2014 budget reflect the challenges presented as the City strives to continue providing its citizens with high levels of services while operating within constrained budget parameters. These changes include program improvements necessitated by contractual, statutory and other obligations, along with program reductions to address the budget gap and changes in service needs.

**Program Improvements.** Although the City faces significant financial challenges in FY2014 towards closing future gaps, staff still recognizes that providing essential public programs and required levels of service may necessitate program improvements even in the most challenging of times. Therefore, \$3 million in program improvements for the General Fund, and \$1.3 million in program improvements for Other Funds have been included in the proposed FY2014 budget. The significant majority of these improvements are contractually or statutorily mandated and, as mentioned previously, each of these improvements promotes one or more of the City's five core objectives from the Management Plan.

**Program Reductions.** To address the budget gap and ensure that essential public services have the necessary resources to meet performance goals and citizen expectations, funding decisions among competing needs is inevitable. Of the more than \$26.6 million initially identified in potential reductions, \$19.4 million in General Fund reductions have been included in the proposed FY2014 budget. These competing needs were evaluated in every attempt to maintain acceptable citizen service standards, and avoid entirely eliminating critical programs if objectives could continue to be met at a reduced cost.

**Risk Management Transfers.** The Risk Management Fund was established to provide services to General Fund departments and other funds for resources based on a fee structure for the City's commercial and self-insurance programs, claims and litigation, management and subrogation programs. As a special trust fund according to the City Council-adopted Financial Management Policy, the Fund should have a minimum balance of 25% of the annual adopted expenditure budget for this fund. The Fund's reported fund balance at the beginning of FY2013 according to the Comprehensive Annual Financial Report (CAFR) exceeded \$16.2 million. Therefore the determination was made to eliminate the Risk Management Fund transfer organization-wide for FY2014 collectively providing savings of that \$7 million to all funds, \$4.2 million of which represents the General Fund portion. Risk Management Fund transfers are anticipated to resume in FY2015. The anticipated excess fund balance at the end FY2014 is \$3.4 million, which is 49% of the expenditure budget for this fund.

**Chapter 380 Economic Development Agreements.** Chapter 380 agreements, made in accordance with Texas Local Government Code 380, may be used as a gap financing tool and are proposed by the City Council to serve as local grants to reimburse private developers for a range of expenses that may otherwise render projects financially unfeasible. Public support of these projects yields significant positive impact to the community and neighborhoods surrounding the project. During FY2013, funding was budgeted for 21 projects at \$11.2 million. For FY2014, two additional projects are expected to come online with additional funding of \$460,000 included in the FY2014 proposed budget to satisfy all the projected agreements for the coming fiscal year.

**Vehicles and Specialized Equipment.** To address the mission critical needs of the City in the area of vehicles and heavy equipment, funding has been maintained, while at reduced levels,

for fleet replacements and acquisitions in the amount of \$1.2 million for the General Fund and \$3.7 million for Other Funds.

### **ORGANIZATIONAL CHANGES**

The FY2014 budget includes a few major changes to the City's organizational structure, including the following:

- The Stormwater Utility Fund transferred six existing senior customer service representative positions to the Water Department for the consolidation of billing, call center and customer services mid-year in FY2013. Personnel and other costs related to this transfer are being moved between the departments in FY2014.
- The Transportation and Public Works Department (TPW) transferred five positions to the Planning and Development Department for the reassignment of permitting functions during FY2013. Personnel and other costs related to this transfer are being moved between the departments in FY2014.
- The City Manager's Office proposes the transfer of nine existing positions to the Financial Management Services Department for the realignment of the Budget and Research Division.
- The Parks and Community Services Department proposes the transfer of ten existing positions to the CCPD in conjunction with the Late Night Program.
- The Police Department proposes the transfer of six existing positions to the CCPD for the reassignment of three officers each from the Narcotics Unit and Traffic Division to the School Security Initiative Program.
- The Office Services Fund proposes the transfer of three existing positions to the Financial Management Services Department for the realignment of the Mailroom.
- The Information Technology Department proposes an increase of six authorized positions to allow the creation of an internal hardware computer services support function which will allow the elimination of the outsourced computer support contract currently in place.

### **GENERAL FUND REVENUES**

Unlike other parts of the country, the economic outlook for Fort Worth is encouraging with both property tax revenue and fee income continuing to grow. Revenue growth not only enables City staff to implement the FY2013 budget priorities; it also allows us to cover overages in General Fund costs while contributing a small amount to the City's fund balance.

#### **Proposed General Fund Revenue Budget**

FY2013 <u>Adopted</u>	FY2014 <u>Proposed</u>	Percent <u>Change</u>	Dollar <u>Change</u>
\$543,044,058	\$ 562,288,622	3.5%	\$19,244,564

## **PROPERTY TAX**

The City receives a significant portion of its revenues (approximately 52% of the FY2014 proposed revenue budget) from property taxes assessed on real and personal property. City staff works with appraisal districts from Tarrant, Wise, Parker and Denton County to prepare property tax revenue projections. By State law, each appraisal district is responsible for the valuation of all property within its jurisdiction. The certified property tax rolls received from all four districts in July 2013 showed an increase in the City's property tax base. The increases from the July 2012 certified property tax roll to the July 2013 certified property tax roll include a:

- 2.7% growth in adjusted net taxable property value
- 1.6% increase in property exemption values
- 14.3% increase in net taxable values for new residential construction
- 24.3% increase in net taxable values for new commercial construction

When updating the five-year financial forecast and preparing the presentation for City Council, staff analyzed many of the factors affecting property tax revenue, including anticipated population growth, historical change in values for residential and commercial properties, current and projected permitting data, the impact of foreclosures, as well as exemptions and protests. Staff also evaluated the allocation of the levy amount, and resulting availability of revenue for operations and maintenance (O&M) as compared to the amount available to repay the City's debt. The reallocation for FY2014 of one cent from the General Fund O&M to debt service was incorporated in keeping with the City Council's previous commitment to build capacity for capital projects. This will shift approximately \$4.2 million in revenue, but does not change the combined property tax rate from \$0.8550 per \$100 of assessed valuation, nor does the collection rate assumption of 98% change from FY2013.

Subsequent to the reallocation of the one cent, the General Fund portion is expected to yield approximately \$284.8 million in FY2014 and is based on a levy amount of \$0.6759 per \$100 of assessed valuation. The debt service amount is then expected to yield \$75.5 million, which will allow the repayment of all current and proposed debt obligations, and is based on a levy amount of \$0.1791 per \$100 of assessed valuation.

## **SALES TAX**

At nearly 21% of the General Fund FY2014 proposed revenue budget, sales tax collections are a major revenue component. Improving economic conditions in FY2013 are proving promising as monthly sales tax collections have been higher than projected and higher than prior year actual receipts throughout the first eight months of the fiscal year. Current data suggest substantial collection growth in retail and wholesale trade are driving sales tax growth. In Texas, the Comptroller's Office reported that statewide collections for May were 7.9% higher than the previous year.

Among large Texas cities, Fort Worth is continuing a positive trend with year-to-date received in sales tax revenue up 6.6% over May of last year. May 2013 receipts signaled a \$6.8 million increase in FY2013 sales tax revenue compared to budget projections. There have been no significant audit adjustments in FY2013 like we experienced previously and the City continues to follow the 20- year incremental repayment plan agreement with the State Comptroller to refund the \$9.3 million in audit adjustments identified in FY2011.

**GENERAL FUND EXPENDITURES****Proposed General Fund Expenditure Budget**

FY2013 <u>Adopted</u>	FY2014 <u>Proposed</u>	Percent <u>Change</u>	Dollar <u>Change</u>
\$583,836,315	\$570,026,320	(2.4%)	(\$13,809,996)

General Fund expenditures continue to out pace revenues due to a variety of factors, such as group health increases, program improvements and rising supply and service costs. As it did in FY2013, the General Fund will use \$7.7 million of excess fund balances to close the funding gap for FY2014.

**Salary and Benefits Changes.** In keeping with the City's commitment to invest in its employees, the following salary and benefits changes are included in the FY2014 budget:

- Salary increases for sworn officers as stipulated by the Meet and Confer contract
- A 5% average salary increase for one month of the fiscal year (September 2014) for general employees
- A 2.7% increase in health insurance premiums for both the City's contribution and those for active employees and retirees

**BUDGET HIGHLIGHTS**

The FY2014 proposed budget includes reductions along with a minimal number of enhancements. I would like to highlight several of those changes for you as listed by service group.

As a note, two of the four Infrastructure Services departments, Water and Aviation, are addressed in the Enterprise Funds section along with the Stormwater Utility and Municipal Parking Funds. The Capital Projects Service, Environmental Protection, Lake Worth and Red Light Enforcement Funds are addressed in the Other Funds section.

**PUBLIC SAFETY SERVICES GROUP**

**Code Compliance.** The Code Compliance Department preserves and enhances public health, welfare and safety through services that focus on education, prevention, compliance and community partnerships. The FY2014 proposed budget decreased due to the elimination of ten positions.

**Fire Department.** The Fire Department, under the direction of the Fire Chief, currently has 42 stations in six battalions. The FY2014 proposed budget decreases due to the elimination of thirty-six vacant firefighter positions.

**Municipal Court.** The Municipal Court is a court of record with five courtrooms located in the historic A.D. Marshall Public Safety and Courts Building, two courtrooms and full payment services located at the Southwest Municipal Court, a twenty-four hour/seven day a week arraignment jail, Truancy Court and a six day a week satellite payment location. These courts have jurisdiction within the City's territorial limits over all Class C misdemeanor criminal cases brought under City Ordinances and the Texas Penal Code, as well as civil parking cases within the City. The FY2014 proposed budget decreases due to the elimination of seven positions in

various sections of the department; however, negative impacts to the public are not anticipated as duties will be reassigned.

**Police Department.** The Police Department, under the direction of the Chief of Police, develops and implements programs to deter crime and protect life and property within the City of Fort Worth. The FY2014 proposed budget decreases due to the transfer of six positions to the CCPD and the elimination of forty-six vacant positions. Additionally, the revenue transfer from the CCPD increases to pay the full cost of jail services with the City of Mansfield.

## **INFRASTRUCTURE SERVICES GROUP**

**Planning and Development.** The Planning and Development Department seeks to make Fort Worth the most livable city in Texas by promoting orderly growth and development, safe construction and neighborhood vitality. In FY2013, the Department completed implementation of a new citywide permitting system in record time, cutting nearly 10 months off the standard implementation schedule. In FY2014, the Department will implement comprehensive electronic plan reviews and pursue a complete reorganization of the Development Division. The reorganization should result in more streamlined inspection services and add efficiencies in customer service while holding costs to current levels even with minor projected increases in permitting activities. In addition to this reorganization, the department's FY2014 budget also includes the elimination of 14 positions and expenses which have the least impact on service delivery in the Planning Division.

**Transportation and Public Works.** The Transportation and Public Works Department manages the City's traffic and pedestrian-orientated mobility. The most significant changes to the FY2014 proposed budget for TPW include program reductions for alleyway maintenance, in-house street maintenance, contract street maintenance, repair and maintenance materials, the scheduled maintenance program, and funding for the energy savings performance contract. The proposed budget includes an elimination of 15 positions and an additional net reduction of 0.5 of a position from the elimination of an administrative position, in conjunction with the transfer of 50% of this position's job responsibilities to an existing position in the Environmental Protection Fund.

## **COMMUNITY DEVELOPMENT SERVICES GROUP**

**Housing & Economic Development.** The Housing and Economic Development Department (HED) seeks to assist residential and commercial development through tax incentives, loan programs, property redevelopment and other homebuyer and small business assistance programs. Significant changes to the FY2014 proposed budget include the elimination of one grant-funded assistant director position, resulting in the net transfer of 0.5 positions to grants funding; elimination of the land agent position; elimination of one vacant economic development specialist position, which was partially funded by both the General Fund and TIF funding; reduction in funding for Tech Fort Worth; and fewer funds for appraisals and surveys.

**Library.** The City's library system consists of the Central Library, 13 branches, and two satellite facilities. The Department is divided into two divisions, the Public Services Division and the Operations Division. Significant changes to the FY2014 proposed budget includes increased funds for health care costs and information technology services and equipment. In addition, the budget reduces anticipated salary savings as the implementation of the FY2013 Shared Management Staffing Plan has limited staffing levels.

**Parks and Community Services.** The Parks and Community Services operations include the maintenance of over 260 parks and public spaces encompassing over 11,660 acres, as well as the provision of recreational and cultural activities, community assistance and educational programming—all of which make Fort Worth a great place to live, work and play. Significant decreases to the FY2014 proposed budget include the transfer of the Late Night program with 10.0 positions and a portion of the Comin' Up Gang intervention program to the CCPD. Other significant changes include an increase in the Fort Worth Zoo's management contract with the Fort Worth Zoological Association and increased costs for tree removal services. This increase is offset by the elimination of one-time purchases made in FY2013 for start-up costs for the Chisholm Trail Community Center and other one-time equipment and vehicle purchases, as well as reductions in athletic field maintenance including the elimination of overflow parking at the Rolling Hills Soccer Complex. The proposed budget includes the elimination of a field operations crew leader at the Botanic Garden, community center aide at Haws Athletic Center, senior skilled trades technician, and planner.

## **MANAGEMENT SERVICES GROUP**

**Financial Management Services.** The Financial Management Services Department is responsible for providing timely and accurate financial, operational and management information through a variety of functions. The FY2014 proposed budget increases primarily for the transfer-in of two divisions--the Budget and Research Division and Mailroom Division from the City Manager's Office and Office Services Fund, respectively. This increase is offset by a reduction in banking fees and consultants for the CAFR.

**Human Resources.** The Human Resources Department administers the City's compensation and fringe benefits program; prepares and revises job classifications; administers recruitment and selection processes; maintains employee records; and administers the Workers' Compensation, Group Health and Life Insurance and Unemployment Compensation Funds. The Human Resources staff will continue to look for ways to reduce health care costs, improve employee health and wellness, and provide cost effective health care. The primary change to the FY2014 budget includes increased funding for training. This increase is offset in large part by the elimination of one Human Resources analyst, transfer of 1.6 authorized positions to other funds and decreased funding for contractual and temporary services.

**Non-Departmental.** Non-Departmental is a General Fund department that records all expenditure items not exclusively within the programmatic responsibilities of a General Fund department. Significant decreases to the FY2014 proposed budget include the elimination of the City's contribution to the Risk Management Fund for commercial, claims and litigation costs, the elimination of one-time funding for the Fire retirees' health benefits, the elimination of funding for FY2013 City elections and a transfer of the James Avenue lease funding to the Debt Service Fund. Non-discretionary costs, including retiree group health contributions, resulted in budget increases. Additional increases are for one-time funding for the FY2014 Bond Election.

## **APPOINTED OFFICIALS**

**City Attorney's Office.** Under the direction of the City Attorney, the assistant city attorneys and staff are responsible for the administration of all City legal affairs; City representation in all suits, litigation and hearings; preparation of ordinances, contracts, and all other legal documents; and the rendering of legal advice and opinions to the City Council, City Manager and City departments. The FY2014 proposed budget increases due to a reduction in anticipated salary savings as less turnover is expected while three attorney positions will be held vacant during FY2014.

**City Auditor's Office.** Under the direction of the City Auditor, staff is responsible for ensuring City operations are effective, efficient and have adequate internal controls to ensure accountability, transparency, and accuracy, through independent assessments of operations and business practices. The department conducts financial audits that focus on verification of financial transactions and balances; operational audits which involve reviewing the performance of a program or service; grant audits which focus on compliance with the financial, contractual, and operational terms of grant agreements; construction project audits, which include reviews of construction project cost and information system audits which involve verifying that computer systems are accurate and efficient. The FY2014 proposed budget decreases for consultant and professional services related to independent audit services, by reducing scheduled temporaries and by maintaining a senior auditor position vacant during FY2014.

**City Manager's Office.** The City Manager's Office is composed of five divisions: Administration, Mayor and Council, Human Relations, Governmental Relations, and the Office of Media and Public Affairs. The FY2014 proposed budget reflects a decrease primarily due to the transfer of the Budget and Research Division to the Financial Management Services Department. The proposed budget for the Governmental Relations also decreases as there will be no legislative session during FY2014.

**City Secretary's Office.** The City Secretary's Office serves as a coordinator for City Council meetings and maintains records of all official City Council minutes. The Department also coordinates the City Council's boards and commissions' appointment process and maintains the records relating to these appointments. The City Secretary serves as the Election Administrator for all city-held elections. The FY2014 proposed budget decreases for the elimination of a part-time customer service representative position.

## **ENTERPRISE FUNDS**

The FY2014 budgets for all enterprise funds include a 2.7% increase for group health insurance, administrative services charges reimbursed to the General Fund and no increase in allocations for OPEB transfers. Transfers to the Risk Management Fund were also eliminated from all enterprises fund budgets, while a proposed 5% across-the-board salary increase for one month of FY2014 was added. Additional changes for each of the funds are noted below.

**Municipal Airports Fund.** The FY2014 proposed budget for the Aviation Department includes the operations of the City's airports--Alliance, Meacham and Spinks. The proposed budget recognizes that airport revenues are generally stable. Alliance Airport has a slight reduction in facility repair supplies and services as the result of a new contract with Alliance Air Services to manage the air traffic control tower and cover these costs. Planned renovations on the Meacham Airport Terminal Building may result in a slight decrease of revenues in FY2014 as temporary facilities are supplied to current tenants.

**Municipal Golf Fund.** The FY2014 proposed budget for the Municipal Golf Fund includes the operation of four municipal courses. Significant changes include the addition of a new practice course at Rockwood and new grass on the greens at Sycamore, which will enhance the playability of both courses. Furthermore, two new tournament pavilions, one each at Rockwood and Pecan Valley, will attract new outside events availing the opportunity to increase rounds at both courses and boost business during the upcoming fiscal year.

**Municipal Parking Fund.** The FY2014 Municipal Parking Fund maintains five parking garages, twenty surface lots and 2,700 metered spaces. The primary changes to this budget include an increase in the debt services payment for the Western Heritage Garage and material costs for



traffic and street signage in the Parking Meters Division as the department plans to replace 89 commercial loading zone signs, 15 passenger loading zone signs and 106 no parking signs throughout the city.

**Solid Waste Fund.** As part of the Code Compliance Department, the Solid Waste Division is responsible for providing residential solid waste collection and disposal, drop-off stations, contract compliance, illegal dump cleanup, dead animal removal and customer service through the City Call Center. In keeping with the Management Plan's core objective of providing a healthy environment, the FY2014 proposed budget increases by one position in Solid Waste Administration to support long-range planning for solid waste services. The proposed budget also increases for the acquisition of land for construction of new convenience centers.

**Stormwater Utility Fund.** The Stormwater Utility Fund was authorized by the City Council in FY2006 and the first full year of operation was FY2007. As of this budget year, staff has identified over \$1.0 billion in stormwater projects necessary to address life safety issues, mitigate flooding and erosion, and replace undersized and deteriorated stormwater infrastructure. Over \$330 million of this backlog involves areas of the city where chronic flooding has occurred and presents a threat to life and property. The revenue budget is generated almost entirely from the Stormwater Fee charged to approximately 215,000 residential and commercial customers at an Equivalent Residential Unit (ERU) rate. For FY2014, the City's per ERU rate remains unchanged at \$5.40. The Stormwater Capital Projects Program is supported by revenue bond sales which have been every two years, with three sales occurring to date. The 2007 sale provided \$25 million, the 2009 sale provided \$45 million and the 2011 sale provided \$80 million for stormwater capital projects through FY2013. The FY2014 proposed budget includes an increased transfer to the Water and Sewer Fund offset by the transfer of six positions to the Water and Sewer Fund for billing, call center and customer service; an increase in transfers to the Stormwater Capital Project Fund for various capital initiatives; and increased in Payment in Lieu of Taxes (PILOT) to the General Fund based on the growth in the Stormwater Utility's net capital assets. The proposed budget also reflects an increase of four positions, of which three positions are for stormwater development review and one is for floodplain management.

**Water and Sewer Fund.** The Water and Sewer Fund provides water and wastewater services to residential, commercial, industrial and wholesale customers. The annual revenue budget is based on the anticipated amount of services the various customers will require for the year. The FY2014 proposed budget includes a substantial cost increase in the raw water purchase from the Tarrant Regional Water District. The proposed budget also completes the phasing-in of a correction to previously over-budgeted sewer volumes that began in FY2013 and was initially planned for a three-year phase-in. Based on the fund's proposed expenditure reductions for FY2014, this can actually be completed over two years. To cover anticipated costs, the proposed retail rates include increases of 6.4% and 5.3% for the Water System and Sewer System, respectively. Additionally, the wholesale rates are proposed with a 16.2% increase for Water and 3.8% decrease for Wastewater.

## **OTHER FUNDS**

**Capital Projects Service Fund.** The Capital Projects Service Fund provides internal services to various departments for their capital infrastructure project needs based on a fee structure. The annual revenue and expenditure budgets are based on the anticipated amount of services the various departments and funds will require for the year. The FY2014 proposed budget includes an elimination of five positions, and an increase in anticipated salary savings from vacancies and turnover throughout the year. Minimal, if any, service impacts are anticipated as the

majority of these positions were vacant and have duties already reassigned during FY2013. The most significant change to this fund is the elimination of all post employment costs, including retiree group health, retiree death benefit and Other Post Employment Benefits (OPEB) based on a determination by the City Attorney's Office and Bond Counsel as to the restrictive use of this type of project funding.

**Culture and Tourism Fund.** The Culture and Tourism Fund was established primarily to manage revenue from the City's hotel and motel occupancy tax (HOT). The Public Events Department uses the revenue received through the collection of HOT, DFW revenue sharing and events scheduled at the Will Rogers Memorial Center (WRMC) and the Fort Worth Convention Center (FWCC). Significant changes to the FY2014 proposed budget include the addition of funds for facility improvements, repairs and supplies as the Department attempts to maintain its aging facilities in a superior condition. The budget also includes an increase for the Fort Worth Convention and Visitors Bureau contract, electricity reimbursements to the General Fund and one additional position. Debt service for bond interest payments will also increase slightly in FY2014.

**Environmental Protection Fund.** As part of the Public Works Department, the Environmental Protection Fund is responsible for providing stormwater permit compliance (inspections, monitoring, enforcement and education), internal City compliance with state and federal environmental regulations and the household hazardous waste program. The primary changes to the FY2014 proposed budget include a decrease in transfers to the Environmental Protection Project Fund for services such as asbestos abatement, underground storage tank removal and other environmental concerns on an as-needed basis and the elimination of one-time vehicle replacements. If funding for such situations were needed in FY2014, a fund balance appropriation could be initiated. The proposed budget also includes a decrease for the transfer of 0.50 of a position to TPW's Administration Division of the General Fund. The budget is proposed with a \$187,685 use of fund balance and has no proposed rate increase for FY2014.

**Equipment Services Fund.** The Equipment Services Fund is the City's fleet management fund. The Equipment Services Department manages all fuel purchased and provided for City vehicles and equipment; as well as the maintenance, oil and lube services, repair, acquisition and replacement of the City's fleet. The most significant change to the FY2014 proposed budget is an increase in the cost of parts and supplies based on the NAPA Auto Parts contract that was implemented in FY2013. However, this increase is offset in large part by a decrease in anticipated fuel expenses. Other significant changes include additional funds allocated for retiree insurance contributions and an upgrade of the City's fuel stations.

**Information Systems Fund.** The Information Technology (IT) Solutions Department provides internal services to General Fund departments and other funds for their IT services based on a fee structure through the Information Systems Fund. The annual revenue budget is based on the anticipated amount of services the various departments/funds will require for the year. Interdepartmental charges are primarily based on numbers for radio, telephone, and computing services. The FY2014 proposed budget includes a significant increase from the FY2013 budget. The primary change to the budget is the addition of seven positions for hardware support across the City. These positions are expected to provide computer hardware technical support at a greatly reduced cost compared to the third-party contract used in FY2013.

**Group Health Insurance Fund.** The Group Health Insurance Fund is a special fund that provides services to General Fund departments and other funds for their employee health benefit coverage based on a fee structure. The annual revenue budget is based on the anticipated amount of services the various departments/funds will require for the year. For

FY2014, increases are required to cover the rising cost of health care. This increase (2.7% for current employees and retirees) applies to the City's contribution and will reduce the paycheck of a current employee on the Basic Plan by approximately \$21.36 annually for employee only coverage, and \$180.96 annually for employee and family coverage. Healthcare costs are expected to increase again by approximately 7.1% in FY2015.

**Lake Worth.** The Lake Worth Trust Fund is managed by the Water Department and is used to fund a portion of the Municipal Court Lake Patrol operations at and around Lake Worth. The main source of revenue for this fund is lease income from properties surrounding the lake. Lake Worth patrol will continue to be staffed at three approved positions for FY2014.

**Red Light Enforcement Fund.** The Red Light Enforcement Fund was formally established in FY2011 as a special fund. Automated red light enforcement is an effective tactic for reducing red light running violations, which decreases accidents and improves community safety. Revenues are derived from the issuance of citations to red light violators through automated camera enforcement at 63 City of Fort Worth roadway intersections and cover the program's cost. Half of the annual revenue after expenses is then sent to the State Trauma Fund Account. The remaining revenue is available for traffic safety activities. As the program continues to show success in changing behavior, the number of citations issued on an annual basis is anticipated to decrease. The primary changes to the FY2014 proposed budget include a reduction in the State payment based on declines in citation collections, the elimination of the sidewalk program, and reductions in other initiatives of the traffic safety program such as vehicle detection loop repair. Up to four additional camera installations are under consideration for FY2014; therefore, the proposed budget increased for contractual costs for camera leases and collection charges. The budget is proposed with a \$2,738,176 use of fund balance from citation revenue collected in previous years that can be applied towards traffic safety activities.

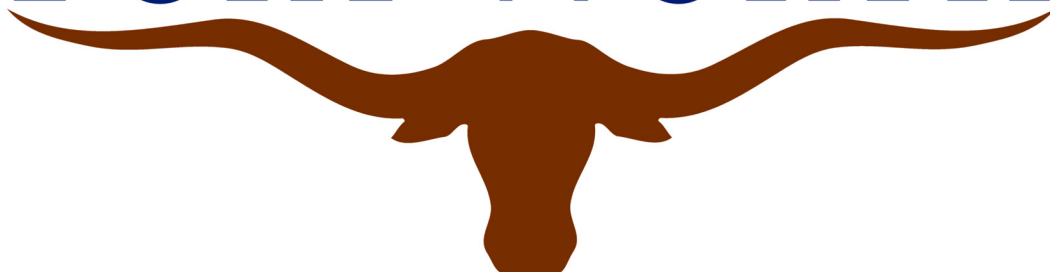
## **SUMMARY**

Arriving at the proposed budget that we present to you today was a very time intensive and arduous process. It is never easy to make decisions that affect the livelihood of our employees, the level of services to our residents or the perception of what an outstanding community Fort Worth is in anyway. However, we realize not addressing the issue of long-term financial stability we currently face would inhibit our ability to provide the highest quality of services and programs for our City in the future. With that in mind, I present for your consideration the FY2014 City of Fort Worth Proposed Budget. I appreciate your diligence throughout this process and must also commend the hard work of our dedicated staff.

Respectfully submitted,

Tom Higgins  
City Manager

**FORT WORTH**



**2013 Schedule for Budgeting and Tax Collection**  
**(Tax Rate Does Not Exceed Effective or Rollback Tax Rate)**  
 (September 17<sup>th</sup> Budget Adoption)

Date	Dep't.	Event	Statute / Code	City Charter
May 1 <sup>st</sup>		Mailing of Notices of appraised value by Chief Appraiser to non-homestead property owners "by May 1 or as soon thereafter as practicable."	Tax Code 25.19(a)	
May 15 <sup>th</sup>		Deadline for Chief Appraiser to submit appraisal records to Appraisal Review Board (ARB) for determination of protests - "by May 15 or as soon thereafter as practicable."	Tax Code 25.22(a)	
May 28th	<b>CITY COUNCIL MEETING CANCELLED</b>			
June 4 <sup>th</sup> CC Meeting 7:00 PM	<b>BUDGET</b>	Deadline for City Council to make changes to the residence homestead exemption –exemption must be adopted by the governing body of the taxing unit before <b>July 1</b> in the manner provided by law for official action by the body.  Note: Adoption of homestead exemption must be by ordinance (no CC meeting on June 11, 18, or 25)	Tax Code 11.13(n)	
June 11 <sup>th</sup>	<b>CITY COUNCIL MEETING CANCELLED</b>			
June 18 <sup>th</sup>	<b>CITY COUNCIL MEETING CANCELLED</b>			
June 25th	<b>CITY COUNCIL MEETING CANCELLED</b>			
July 2 <sup>nd</sup>	<b>CITY COUNCIL MEETING CANCELLED</b>			
July 9	ALL / TREASURY	Verify dates on Planning Calendar and Treasury to ensure any forms modified by Comptroller for 2013 are distributed.		
July 22 <sup>nd</sup>		Deadline for ARB to approve appraisal records (July 20 <sup>th</sup> is Saturday; therefore deadline moves to next regular business day (Tex Tax Code 1.06))	Tax Code 41.12	
July 23 <sup>rd</sup>	CITYSEC/ BUDGET	IR on Notice Requirements and Budget Calendar		
July 25 <sup>th</sup>		Deadline for Chief Appraiser to certify rolls to taxing units.	Tax Code 26.01(a)	
July 30th	<b>CITY COUNCIL MEETING CANCELLED</b>			

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Date	Dep't.	Event	Statute / Code	City Charter
August 1st	TREASURY prepares; LAW reviews	<p>Prepare IR for submission of appraisal roll to governing body and collector's certification of an estimate of the collection rate for the current year by <b>August 1</b> or as soon thereafter as practicable.</p> <p>NOTE: <i>"If the collector certified an anticipated collection rate in the preceding year and the actual collection in that year exceeded the anticipated rate, the collector shall also certify the amount of debt taxes collected in excess of the anticipated amount in the preceding year."</i></p> <p>Prepare IR for submission of effective and rollback tax rates by <b>August 7</b> or as soon thereafter as practicable. <i>(Comptroller has prescribed forms)</i></p>		<p>Tax Code 26.04(b)</p> <p>Tax Code 26.04(e)</p>
August 6 <sup>th</sup> Pre-Council Meeting 3:00 PM	<p>TREASURY</p> <p>TREASURY</p> <p>TREASURY</p>	<p>Submission of appraisal roll to governing body by IR, collector's certification of an estimate of the collection rate for the current year [26.04(b) "by <b>August 1</b> or as soon thereafter as practicable . . ."].</p> <p>Submission to Council of effective and rollback tax rates [26.04(e) "by <b>August 7</b> or as soon thereafter as practicable . . ."] by IR</p> <p>Pre-Council briefing on effective and roll back tax rates, publication and notice requirements (if necessary)</p>	<p>Tax Code 26.04(b)</p> <p>26.04(e)</p>	
August 7th	<p>CITYSEC publishes</p> <p>TREASURY publishes; CITY SEC verifies</p>	<p>Prepare, review and send Notice of Public Hearings on budget to newspaper to be published on <u>AUGUST 10</u></p> <p>[Notice of hearing on budget must be published no more than 30 and no less than 10 days before first budget hearing. If the proposed budget will require raising more revenue from property taxes than previous year, notice must contain statement set forth in LGC 102.005(b)]</p> <p>Send effective and rollback tax rates, statement and schedules to newspaper for publication on <u>AUGUST 10</u> [26.04(e) "by <b>August 7</b> or as soon thereafter as practicable"]</p>	<p>LGC 102.005; 102.006; 102.0065</p> <p>Tax Code 26.04(e)</p>	
August 8th	BUDGET; M&C CENTER	Ensure budget presentation is on pre-council agenda for presentation of the budget on August 13 <sup>th</sup>		Ch X, Sec 1
August 10th	<p>CITY SEC</p> <p>CITY SEC</p>	<p>Verify publication of Notice of Budget Hearings in newspaper</p> <p>Verify Effective and Roll Back tax rates published in newspaper</p>	<p>LGC 102.0065(c)</p> <p>Tax Code 26.04(e)</p>	

Date	Dep't.	Event	Statute / Code	City Charter
August 13 <sup>th</sup>  Pre-Council Meeting 3:00 PM	BUDGET	<b>Proposed budget presented</b> to City Council at the Pre-Council Meeting [On or before the <b>15<sup>th</sup> day of August</b> , the manager shall submit to the Council a proposed budget for the ensuing fiscal year...]		Ch X, Sec 1
August 14 <sup>th</sup>	BUDGET       CITY SEC	<b>Proposed budget filed with the municipal clerk</b> [Budget officer shall file the proposed budget with the municipal clerk <b>before the 30<sup>th</sup> day</b> before the governing body makes its tax levy]  If the proposed budget will require raising more revenue from property taxes than in the previous year, then the budget must contain a <b>cover page statement</b> as set forth in LGC 102.005(b)  The proposed budget shall be made available for public inspection and posted to the City's website	LGC 102.005(a)  LGC 102.005(b)  LGC 102.005(c)	
August 15 <sup>th</sup>  (verify upcoming agenda)	BUDGET  BUDGET, TREASURY prepares; LAW reviews  M&C CENTER; BUDGET; LAW	<b>City Council Budget Work Session (Pre-Council)</b>  Prepare Appropriation Ordinance, Debt Service Ordinance, and Ad Valorem Tax Ordinance to be finalized with the M&C Center by August 15 <sup>th</sup>  Ensure Public Hearing and all ordinances are on the Council agenda for first reading at <u>AUGUST 20</u> CC meeting [ <b>full ordinance captions</b> to be listed on the agenda]		Ch X, Sec 2
August 16 <sup>th</sup>	BUDGET	<b>City Council Budget Work Session (Pre-Council)</b>		
August 20 <sup>th</sup>  CC MEETING 10:00 AM	CITY SEC reads into the record	First reading of Appropriations Ordinance, Debt Service Ordinance and Ad Valorem Tax Ordinance at Council Meeting with Budget Hearing  - <b>Full ordinance captions</b> to be listed on the agenda and read into the record  - <b>1<sup>st</sup> Budget Hearing at Council meeting</b>		Ch. X , Sec 2
August 21 <sup>st</sup>	CITY SEC	Send appropriation ordinance and debt service ordinance to newspaper for publication on <u>AUGUST 24</u> . Note: Ordinances should be published in newspaper of general circulation following initial reading  [Note: Publication should occur in standard publication time of 3 days or as soon thereafter as possible]		Ch. X, Sec 2
August 22 <sup>nd</sup>  (verify upcoming agenda)	M&C CENTER; LAW  BUDGET	Ensure Public Hearing and Appropriations Ordinance, Debt Service Ordinance and Ad Valorem Tax Ordinance are on agenda for 2 <sup>nd</sup> budget hearing at SPECIAL CALLED MEETING ON AUGUST 27 <sup>th</sup>  <b>City Council Budget Work Session (if necessary)</b>		Ch X, Sec 2
August 24 <sup>th</sup>	CITY SEC	Verify appropriation ordinance and debt service ordinance are published in newspaper		Ch. X, Sec 2

Date	Dep't.	Event	Statute / Code	City Charter
August 27 <sup>th</sup>	<b>CITY COUNCIL MEETING CANCELLED</b>			
August 27 <sup>th</sup>  SPECIAL CALLED CC MEETING 10:00AM		<b>2<sup>nd</sup> Budget Hearing</b> on Appropriations Ordinance, Debt Service Ordinance, and Ad Valorem Tax Ordinance at SPECIAL CALLED Council Meeting in conjunction with joint meeting with The T  Abbreviated captions of all ordinances on the agenda		Ch. X, Sec 2
August 29 <sup>th</sup>	BUDGET	<b>City Council Budget Work Session (if necessary)</b>		
September 3 <sup>rd</sup>	<b>CITY COUNCIL MEETING CANCELLED</b>			
September 5 <sup>th</sup>  (verify upcoming agenda)	M&C CENTER; LAW  BUDGET TREASURY	Ensure Public Hearing and Appropriations Ordinance, Debt Service Ordinance and Ad Valorem Tax Ordinance are on agenda for 3 <sup>rd</sup> budget hearing  <b>City Council Budget Work Session (if necessary)</b>		Ch X, Sec 2
September 10 <sup>th</sup>  CC MEETING 7:00 PM		<b>3<sup>rd</sup> Budget Hearing</b> on Appropriations Ordinance, Debt Service Ordinance, and Ad Valorem Tax Ordinance at Council Meeting  Abbreviated captions of ordinances on agenda  <b>-----FINAL DATE TO PROPOSE A HIGHER TAX RATE-----</b>  <b>Note: A proposal to adopt a tax rate higher than the proposed tax rate will trigger new posting requirements and special called meetings to comply with the Tax Code</b>  If CC wishes to propose a higher tax rate, a Resolution should be placed on the City Council agenda (as necessary) to adopt a tax rate higher than the proposed tax rate of \$0.08550	Tax Code 26.06	Ch. X, Sec 2



Date	Dep't.	Event	Statute / Code	City Charter
September 12 <sup>th</sup>  (verify upcoming agenda)	M&C CENTER; LAW  BUDGET prepares; LAW reviews; M&C CENTER verifies  TREASURY   BUDGET	Ensure <b>full caption</b> of Appropriation Ordinance, Debt Service Ordinance and Ad Valorem Tax Ordinance ( <b><u>in that order</u></b> ) are on Council Agenda  If taxes collected to fund Maintenance & Operations is more than last year, ensure appropriate language is included in tax levy ordinance [26.05(b)(1)].  Ensure Resolution to ratify property tax revenue increase is on agenda to be considered at <u>September 17<sup>th</sup></u> Council meeting AFTER adoption of ordinances  <i>Adoption of a budget that will require raising more revenue from property taxes than in the previous year requires a separate vote of the governing body to ratify the property tax increase reflected in the budget.</i>  <b>City Council Budget Work Session (if necessary)</b>	Tax Code 26.05(b)(1)  LGC 102.007(c)	Ch. X, Sec 2
September 17 <sup>th</sup>  CC MEETING 10:00 AM	M&C CENTER; CITY SEC	<b>Second reading</b> of Appropriations Ordinance, Debt Service Ordinance and Ad Valorem Tax Ordinance (full ordinance captions to be listed on the agenda and read into the record)  <b>4<sup>th</sup> Budget Hearing</b> at Council Meeting; <b>BUDGET ADOPTION</b>  <ul style="list-style-type: none"> <li>- (1) Council <b>adopts</b> Appropriations Ordinance by RECORD VOTE</li> <li>- (2) Council <b>adopts</b> Debt Service Ordinance</li> <li>- (3) Council <b>adopts</b> Ad Valorem Tax Ordinance</li> <li>- (4) Council <b>adopts</b> ordinance transferring fund balances to General Fund</li> </ul> (5) Council adopts <b>Resolution</b> ratifying property tax revenue increase	LGC 102.007(a)  LGC 102.007(c)	Chapter X, Sec 2

Date	Dep't.	Event	Statute / Code	City Charter
September 17 <sup>th</sup> or ASAP	BUDGET  BUDGET/ CITY SEC publishes and sends budget to webmaster	<p>Budget officer files approved budget with City Secretary <u>and</u> County Clerk (City Sec is considered Municipal Clerk for purposes of this section) and posts budget on website</p> <p><b>*****NEW for 2013 –Budget must be adopted by Record Vote and must include a Cover Page to be included with the Budget Book and be posted on the website that includes:</b></p> <p>(a) statutory statement on whether budget raises more, less, or same property tax rev;</p> <p>(b) record vote of each member of governing body by name;</p> <p>(c) city property tax rates for preceding and current fiscal years, including adopted rate, effective rate, effective maintenance and operations tax rate, rollback rate, and debt rate; and</p> <p>(d) total amount of city debt obligations secured by property taxes</p> <p>Send Appropriations Ordinance to newspaper for 2<sup>nd</sup> publication with schedule of changes made to original budget, and post budget on City website</p> <p>Send Debt Service Ordinance to newspaper for 2<sup>nd</sup> publication</p> <p>Publish Tax Levy Ordinance <u>twice</u> after passage</p> <p><u>Website Homepage Notice</u> is published after adoption of budget (must include statement that City adopted a tax rate that will raise more taxes for M&amp;O than last year's rate if applicable)</p>	<p>LGC 102.008, 102.009(d)</p> <p>LGC 102.007(d), (e)</p> <p>Tax Code 26.05(b)(2)</p>	<p>Ch. X, Sec. 2</p> <p>Ch. XXV, Sec. 2</p>
September 19 <sup>th</sup>	TREASURY	<p>Submit tax rate to the Tax Assessor</p> <p>Ensure M&amp;C for Council to approve tax roll is on the agenda for Sept. 24<sup>th</sup> or (ASAP)</p>		
September 21 <sup>st</sup>	CITY SEC	<p>Verify that Appropriation Ordinance with Schedule of Changes and Debt Ordinance are published in the newspaper;</p> <p><b>BUDGET BECOMES EFFECTIVE</b></p>		Ch. X, Sec 2
Sept 24 <sup>th</sup>  CC MEETING 10:00AM	TREASURY drafts; LAW reviews; BUDGET sends to webmaster	City Council <b>approves M&amp;C</b> to approve Ad Valorem Tax Roll (Tax Assessor's calculation of taxes on each property using tax rate adopted)	Tax Code 26.09(e)	

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Date	Dep't.	Event	Statute / Code	City Charter
September 30 <sup>th</sup>	M&C CENTER; CITY SEC	<b>DEADLINE TO ADOPT BUDGET [special called meeting required]</b>  [The governing body shall adopt a tax rate for the current tax year and shall notify the assessor of the rate before the later of Sept 30 or the 60 <sup>th</sup> day after the date the certified appraisal roll is received. If rate is not adopted by this date, the rate becomes the lower of the effective tax rate or the tax rate adopted for the preceding tax year]	Tax Code 26.05(a) 26.05(c)	
Oct. 1 or ASAP		County Tax Assessor mails tax bills		

**FORT WORTH**



## ALL FUNDS SYNOPSIS

The FY2014 proposed budget includes a \$6.6M increase in expenditures, which represents a 0.5 percent increase from the FY2013 adopted budget. As part of the City Manager's recommendations for FY2014, departmental expenditures in all funds increased by \$2.4M due to a 2.7 percent increase in the city's contribution to group health and also by \$0.9M for a one-month 5 percent salary increase across all departments. Departmental expenditures in all funds also decreased by \$8.9M due to the elimination of the FY2014 transfers to the Risk Management Fund. Specific budgetary changes for each department/fund are listed below:

### **GENERAL FUND**

#### City Attorney's Office

The FY2014 proposed City Attorney's Office budget is \$6,012,150, which is a 2.0 percent increase from the FY2013 adopted budget. The primary change to this budget includes a reduction in budgeted salary savings due to maintaining 3.0 authorized positions vacant.

#### City Auditor's Office

The FY2014 proposed City Auditor's Office budget is \$2,526,279, which is a 3.1 percent decrease from the FY2013 adopted budget. The primary change to this budget includes maintaining a senior auditor authorized position vacant.

#### City Manager's Office

The FY2014 proposed City Manager's Office budget is \$5,596,726, which is a 16.7 percent decrease from the FY2013 adopted budget. The primary change to this budget includes the transfer of the Budget and Research Division to the Financial Management Service Department. This budget also includes reductions in scheduled temporaries, meals, travel costs, consultants, and other contractual services in the Governmental Relations Division.

#### City Secretary's Office

The FY2014 proposed City Secretary's Office budget is \$1,109,842, which is a 2.5 percent increase from the FY2013 adopted budget. The primary change to this budget includes an increase due to current salary requirements calculated through the annual update to the Salary Benefits Forecasting System.

#### Code Compliance

The FY2014 proposed Code Compliance Department budget is \$16,686,268, which is a 5.0 percent decrease from the FY2013 adopted budget. The primary change to this budget includes a decrease of 10.0 authorized positions. The budget decreases by 5.0 positions for the Property Maintenance Services Division in neighborhood code enforcement districts and 5.0 authorized positions in Animal Care and Control field operations.

#### Financial Management Services

The FY2014 proposed Financial Management Services Department budget is \$8,231,317, which is a 13.3 percent increase from the FY2013 adopted budget. The primary change to this budget includes the Budget and Research Division transfer in from the City Manager's Office and the Mail Room Division transfer in from the Office Services Fund.

#### Fire

The FY2014 proposed Fire Department budget is \$117,796,094, which is a 2.9 percent decrease from the FY2013 adopted budget. The primary change to this budget is the elimination of 36.0 vacant positions and the reduction of overtime for constant staffing.

#### Housing and Economic Development

The FY2014 proposed Housing and Economic Development Department budget is \$4,956,592 which is a 3.4 percent decrease from the FY2013 adopted budget. The primary changes to this budget include a decrease in funding for Tech Fort Worth, appraisals and surveys. The proposed budget also decreases by 2.0 authorized positions.

#### Human Resources

The FY2014 proposed Human Resources Department budget is \$3,789,331 which is a 1.5 percent increase from the FY2013 adopted budget. The primary change to this budget includes funding for training supervisors and managers. This increase is offset by a decrease mainly due to the elimination of one Human Resources Analyst, a transfer of 0.90 authorized positions to the Insurance Funds, as well as a decrease in funding for contractual and temporary services.

#### Library

The FY2014 proposed Library Department budget is \$19,012,018, which is a 2.7 percent increase from the FY2013 adopted budget. The primary change to this budget include a reduction in anticipated salary savings, an increase in allocations for computers and communication equipment and the annual update to the Salary Benefits Forecasting System.

#### Municipal Court

The FY2014 proposed Municipal Court Department budget is \$16,909,218, which is a 1.9 percent decrease from the FY2013 adopted budget. The primary change to this budget include the elimination of 7.0 authorized positions in the Clerk of the Court Division and Marshal Division.

#### Non-Departmental

The FY2014 proposed Non-Departmental budget is \$65,937,993, which is a 10.8 percent decrease from the FY2013 adopted budget. The primary changes to this budget include the relocation of debt service funding for the James Avenue Facility to the Debt Service Fund and the elimination of one-time funding for the Fire Department's retiree health benefits costs as part of the Collective Bargaining contract and for the FY2013 Elections.

#### Parks and Community Services

The FY2014 proposed Parks and Community Services Department budget is \$41,866,894, which is a 2.3 percent decrease from the FY2013 adopted budget. The primary changes to this budget include a transfer of the Late Night Program and a portion of the Comin' Up Gang Intervention Program to the Crime Control and Prevention District (CCPD) and the elimination of one-time funding for FY2013 equipment, vehicle and furniture purchases. In addition, the proposed budget includes an increase in contractual fees for the City's tree removal contract and to the Fort Worth Zoological Association for the management of the Fort Worth Zoo. The proposed budget also reflects the elimination of 4.0 authorized positions and the transfer of 10.0 authorized positions to the CCPD for the Late Night Program.

#### Planning and Development

The FY2014 proposed Planning and Development Department budget is \$11,392,166 which is a 6.1 percent decrease from the FY2013 adopted budget. The primary changes to this budget include a decrease of 14.0 authorized positions and one-time funding for purchase of vehicles as part of the FY2014 vehicles replacement plan and for funding the electronic plan review software. The FY2014 budget also includes an increase of 5.0 authorized positions and associated costs for the transfer of the permitting function from the Transportation and Public Works Department.

#### Police

The FY2014 proposed Police Department budget is \$204,225,440, which is a 2.2 percent increase from the FY2013 adopted budget. The primary changes to this budget include the elimination of 46.0 vacant positions from across the Department and the transfer of 6.0 positions to the Crime Control and Prevention District (CCPD). The budget changes include increases to holiday overtime, ammunition costs for training, contractual increases with the City of Mansfield for jail operations, employee compensation required by the Meet and Confer contract, and the elimination of budgeted salary savings for frozen positions.

#### Transportation and Public Works

The FY2014 proposed Transportation and Public Works Department budget is \$43,977,992 which is an 8.6 percent decrease from the FY2013 adopted budget. The primary changes to this budget include the transfer of 5.0 positions to the Planning and Development Department during FY2013 and an additional reduction of 15.0 authorized positions from the Transportation and Planning, Administration, Traffic Management, and Facilities Divisions. The budget also includes the net reduction of 0.50 of an authorized

position transferred from the Environmental Protection Fund though the elimination of one position in the Administration Division and reassignment of 50% of the position's duties to an existing employee of the Environmental Protection Fund. The budget decreases funding for in-house street maintenance in the Streets Division; for contract street maintenance and alleyway mowing in the Infrastructure Division; and includes reductions in repair and maintenance materials, the energy savings performance contract and scheduled maintenance in the Facilities Division.

## **ENTERPRISE FUNDS**

### **Municipal Airports**

The FY2014 proposed Municipal Airports Fund budget is \$4,833,553, which is a 1.6 percent decrease from the FY2013 adopted budget. There are no significant changes to this budget. Authorized positions remain the same as FY2013.

### **Municipal Golf**

The FY2014 proposed Municipal Golf Fund budget is \$4,988,364, which is a 0.5 percent increase from the FY2013 adopted budget. The primary change to this budget includes an increase in personnel costs based on the City's annual salary and benefits forecast review.

### **Municipal Parking**

The FY2014 proposed Municipal Parking Fund budget is \$6,934,278, which is a 5.6 percent increase from the FY2013 adopted budget. The primary changes to this budget include an increase in the debt services payment for the Western Heritage Garage and material costs for traffic and street signage in the Parking Meters Division. Authorized positions remain the same as FY2013.

### **Solid Waste**

The FY2014 proposed Solid Waste Fund budget is \$56,060,962, which is a 0.9 percent increase from FY2013 adopted budget. The primary change to this budget includes an increase in capital expenditures for the purchase of land for new convenience centers. The budget also increases by 1.0 authorized position for a solid waste planner in the Administration Division.

### **Stormwater Utility**

The FY2014 proposed Stormwater Utility Fund budget is \$35,278,001, which is a 1.7 percent increase from the FY2013 adopted budget. The primary changes to this budget include an increased transfer to the Water and Sewer Fund offset by the transfer of 6.0 authorized positions to the Water and Sewer Fund for billing, call center and customer service; an increase in transfers to the Stormwater Capital Project Fund for various capital initiatives; and increased Payment in Lieu of Taxes (PILOT) to the General Fund based on the growth in Stormwater Utility's net capital assets. The proposed budget also reflects an increase of 4.0 authorized positions, of which 3.0 positions are for stormwater development review and 1.0 is for floodplain management.

### **Water and Sewer**

The FY2014 proposed Water and Sewer Fund budget is \$386,443,275, which is a 2.2 percent increase from the FY2013 adopted budget. The primary changes to this budget include an increase for raw water purchases, and transfer of 6.0 authorized positions from the Stormwater Utility Fund. Additionally, the budget decreases for one-time purchase of vehicles and specialized equipment.

## **INTERNAL SERVICE FUNDS**

### **Capital Projects Service**

The FY2014 proposed Capital Projects Service Fund budget is \$14,228,642, which is a 7.5 percent decrease from the FY2013 adopted budget. The primary changes to this budget include the elimination of all post employment benefits including retiree group health, retiree death benefit and Other Post Employment Benefits (OPEB). The budget also decreases for greater anticipated salary savings. The proposed budget includes the elimination of 5.0 authorized positions in the Staff Development, Survey Services and Construction Inspection Divisions.

Equipment Services

The FY2014 proposed Equipment Services Fund budget is \$28,219,625 which is a 2.1 percent increase from the FY2013 adopted budget. The primary changes to this budget include an increase in retiree insurance costs and the NAPA contract for motor vehicle repair parts and supplies. However, these were partially offset by significant decreases in fuel expenses.

IT Solutions

The FY2014 proposed IT Solutions Fund budget is \$25,327,781, which is a 5.9 percent increase from the FY2013 adopted budget. The primary changes to this budget include an increase of 6.0 authorized positions to bring computer hardware support in-house. The budget also increases for retiree health insurance.

Office Services

The FY2014 proposed Office Services Fund budget is \$1,482,852, which is a 9.6 percent decrease from the FY2013 adopted budget. The primary change to this budget includes transferring the Mail Room Division to the Financial Management Services Department in the General Fund.

Temporary Labor

The FY2014 proposed Temporary Labor Fund budget is \$982,620, which is a 6.8 percent decrease from FY2013 adopted budget. The primary change to this budget includes a decrease in scheduled temporaries. Additionally, the budget increases for the transfer of 0.40 of an authorized position from the General Fund to the Temporary Labor Fund.

**SPECIAL FUNDS**

Crime Control and Prevention District

The FY2014 proposed Crime Control and Prevention District budget is \$59,378,476, which is an 8.5 percent increase from the FY2013 adopted budget. The primary change to the budget includes an increase of 6.0 authorized positions for the School Security Initiative. The proposed budget also increases for contractual costs for the jail, radio system replacement, high-mileage vehicle replacement and facility needs.

Culture & Tourism

The FY2014 proposed Culture & Tourism Fund budget is \$35,437,069, which is a 5.9 percent increase from the FY2013 adopted budget. The primary changes to this budget include an increase for the Fort Worth Convention & Visitors Bureau contract; capital improvements, facility improvements and repairs; and electricity reimbursements to the General Fund. The proposed budget also increases by 1.0 authorized position.

Environmental Protection

The FY2014 proposed Environmental Protection Fund budget is \$4,742,916, which is a 9.4 percent decrease from FY2013 adopted budget. The primary changes in this budget include a decrease in transfers to the Environmental Protection Project Fund and the elimination of one-time vehicle replacements. The budget also includes a decrease for the transfer of 0.50 of an authorized position to the Transportation and Public Works Department's Administration Division in the General Fund. The budget is proposed with a \$187,685 use of fund balance.

Group Health

The FY2014 proposed Group Health Fund budget is \$103,133,047, which is a 4.7 percent increase from FY2013 adopted budget. The primary changes to this budget include an increase for claims expenses. The budget also includes an increase for the transfer of 0.90 of an authorized position from the General Fund to the Group Health Fund.

Lake Worth

The FY2014 proposed Lake Worth Fund budget is \$206,000, which is a 20.5 percent decrease from the FY2013 adopted budget. The primary change to this budget includes a decrease in the transfer to the General Fund.



Red Light Enforcement

The FY2014 proposed Red Light Enforcement Fund budget is \$9,843,330, which is a 14.6 percent decrease from the FY2013 adopted budget. The primary changes to this budget include a reduction in the State payment based on significant anticipated declines in citation collections, the elimination of one-time vehicle purchases, the elimination of the sidewalk program, and reductions in other initiatives of the traffic safety program such as vehicle detection loop repair. These saving are offset by increases in the contractual cost for camera leases and collection charges. The budget is proposed with a \$2,738,176 use of fund balance. Authorized positions remain the same as FY2013.

Risk Management

The FY2014 proposed Risk Management Fund budget is \$7,042,898, which is a 12.3 percent decrease from the FY2013 adopted budget. The primary change to this budget includes decreases for claims payment expenses, specifically claims cost associated with lawsuits. The budget also reflects a decrease for lawsuit payments.

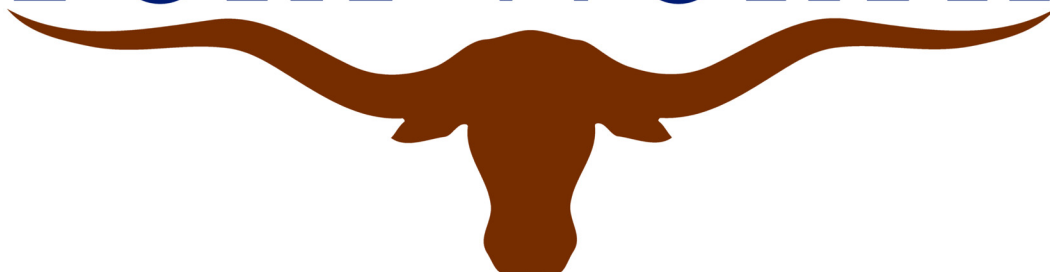
Unemployment Compensation

The FY2014 proposed Unemployment Compensation Fund budget is \$522,470, which is a 27.5 percent decrease from FY2013 adopted budget. The primary change to this budget includes a proposed decrease in unemployment claim expenses.

Workers' Compensation

The FY2014 proposed Workers' Compensation Fund budget is \$13,117,131, which is a 3.6 percent increase from FY2013 adopted budget. The primary change to this budget includes an increase in Workers' Compensation claims. The budget also includes an increase for the transfer of 0.3 of an authorized position from the General Fund to the Workers' Compensation Fund.

**FORT WORTH**



## GENERAL FUND REVENUE SUMMARY

	ADOPTED FY2013	RE-ESTIMATE FY2013	ADOPTED FY2014	CHANGE FROM FY2013 ADOPTED	% CHANGE	CHANGE FROM RE-ESTIMATE	% CHANGE
Property Taxes	\$289,296,883	\$291,479,890	\$291,805,775	\$2,508,892	0.9%	\$325,885	0.1%
Sales Tax	108,798,434	115,668,567	119,521,199	10,722,765	9.9%	3,852,632	3.3%
Other Local Taxes	8,007,608	8,332,773	8,666,437	658,829	8.2%	333,664	4.0%
Licenses and Permits	46,965,327	45,774,860	45,557,225	(1,408,102)	(3.0%)	(217,635)	(0.5%)
Fines and Forfeitures	19,149,638	18,514,189	18,630,093	(519,545)	(2.7%)	115,904	0.6%
Use of Money and Property	3,656,725	4,334,839	4,380,298	723,573	19.8%	45,459	1.0%
Revenue From Other Agencies	1,255,507	721,124	1,128,593	(126,914)	(10.1%)	407,469	56.5%
Service Charges	23,887,960	24,890,551	25,157,759	1,269,799	5.3%	267,208	1.1%
Transfers	41,772,487	43,721,524	47,011,368	5,238,881	12.5%	44,632,967	1876.6%
Other Revenue	<u>253,489</u>	<u>2,378,401</u>	<u>429,875</u>	<u>176,386</u>	<u>69.6%</u>	<u>(43,291,649)</u>	<u>(99.0%)</u>
<b>Total Revenue</b>	\$543,044,058	\$555,816,715	\$562,288,622	\$19,244,564	3.5%	6,471,906	1.2%
Use of Fund Balance	<u>\$40,792,257</u>	<u>\$0</u>	<u>\$7,737,698</u>				
<b>Total General Fund Resources</b>	\$583,836,315	\$555,816,715	\$570,026,320				

## GENERAL FUND REVENUE CHANGE SUMMARY

REVENUE CATEGORY	FY2013 ADOPTED BUDGET	FY2014 PROPOSED BUDGET	VARIANCE	%
Property Taxes	\$289,296,883	\$291,805,775	\$2,508,892	0.9%
Sales Tax	\$108,798,434	\$119,521,199	\$10,722,765	9.9%
Other Local Taxes	\$8,007,608	\$8,666,437	\$658,829	8.2%
Licenses & Permits	\$46,965,327	\$45,557,225	(\$1,408,102)	(3.0%)
Fines & Forfeitures	\$19,149,638	\$18,630,093	(\$519,545)	(2.7%)
Revenue from Use of Money & Property	\$3,656,725	\$4,380,298	\$723,573	19.8%
Revenue from Other Agencies	\$1,255,507	\$1,128,593	(\$126,914)	(10.1%)
Service Charges	\$23,887,960	\$25,157,759	\$1,269,799	5.3%
Transfers	\$41,772,487	\$47,011,368	\$5,238,881	12.5%
Other Revenue	<u>\$253,489</u>	<u>\$429,875</u>	<u>\$176,386</u>	<u>69.6%</u>
<b>Total Revenue</b>	<b>\$543,044,058</b>	<b>\$562,288,622</b>	<b>\$19,244,564</b>	<b>3.5%</b>
<b>Use of Fund Balance</b>	<b><u>\$40,792,257</u></b>	<b><u>\$7,737,698</u></b>	<b><u>(\$33,054,559)</u></b>	<b><u>0.0%</u></b>
<b>Total</b>	<b>\$583,836,315</b>	<b>\$570,026,320</b>	<b>(\$13,809,995)</b>	<b>(2.4%)</b>

**Property Tax** - The increase is primarily due to a 2.7% growth in the adjusted net taxable value from the Tarrant County Appraisal District for FY2013. The increase of \$7.0M based on the original O&M rate of \$0.6859 and I&S rate of \$0.1691 is offset by the loss of approximately \$4.2M in total levy due to the reallocation of 1.0 cent of the General Fund operating and maintenance (O&M) property tax allocation to debt service (I&S). This will create an appropriate level of capital funding for infrastructure.

**Sales Tax** - The increase is primarily due to improving economic conditions demonstrated by actual receipts reported by the State Comptroller's Office. Re-estimate, as of July 2013 (based on October - May collection), show an additional \$6.9M in sales tax revenue realized over budgeted amount. Projections for FY2014 apply the same rate of collection experienced in the first half of FY2013 to FY2014. Current data suggest substantial collection growth in retail and wholesale trade are driving the growth.

**Other Local Taxes** - The increase is primarily based on historical and current trends of revenue received for mixed beverage tax in FY2011, FY2012 and projected revenues in FY2013. Additional minor increase is in gross receipts for telephone as this is a local tax on service use of land line telephones.

**Licenses & Permits** - The decrease is based on historical and current lower Utilities franchise fees, coupled with lower Gas Well drilling permits. The Gas Drilling activities reduced dramatically due to economic reasons, these decrease are offset by higher Cable Street Rental fee which is calculated as a percentage of cable revenue. Cable utility revenue has increased because of an increasing number of cable subscribers coupled with higher rates charged to consumers.

**Fines and Forfeitures** - This revenue category is projected to be flat from the FY2013 adopted budget. The slight decrease is primarily due to lower traffic fines based on current re-estimates.

## GENERAL FUND REVENUE CHANGE SUMMARY

**Revenue from Use of Money and Property** - The increase is primarily due to higher sales of abandoned vehicles. This increase is based on higher volume of abandoned vehicles at the new auto pound due to full operation of the auto pound and expanded storage capacity.

**Revenue from Other Agencies** - There is a slight decrease due to the transfer of the sexual assault exam reimbursement from the General Fund to the Grant Fund.

**Service Charges** - There is a slight increase due mainly to increased building permits activities and site reservation fees.

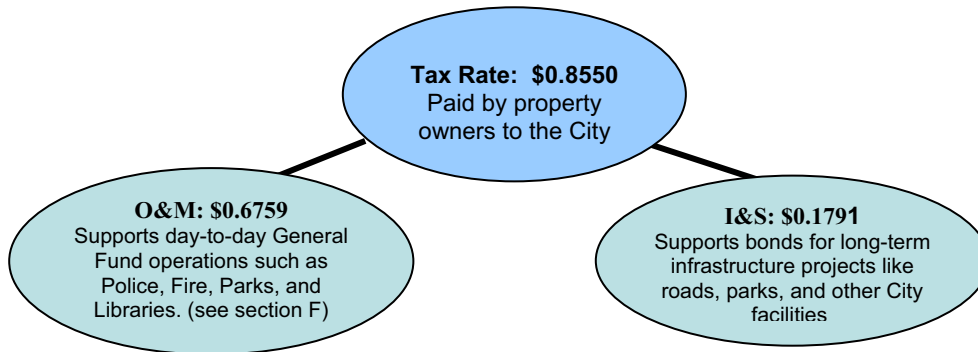
**Transfers** - The increase is primarily due to the transfer from the Crime Control and Prevention District for the Mansfield Jail contract. Additional increases in transfers from the Water and Sewer Fund, StormWater Utility Fund and Culture and Tourism Fund. The Water and Sewer and the StormWater Utility Funds transfer funds for the budgeted Payment in Lieu of Taxes and street rental. The increase is the result of potential rate increases for the Water and Sewer Fund and customer growth for both funds. The transfer from the Culture and Tourism Fund is to reimburse the General Fund for electricity costs. Starting in FY2014, the Culture and Tourism Fund will phase-in over 5 years total annual electrical costs estimated at \$1.8M.

**Other Revenue** - The increase is primarily due to higher miscellaneous revenue based on current re-estimates and historical activities.

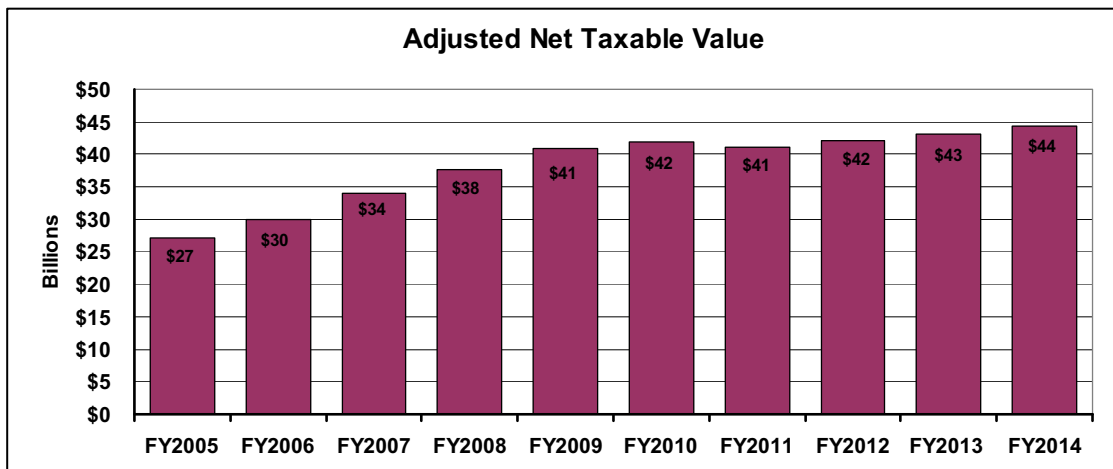
## PROPERTY TAXES

The FY2014 proposed budget maintains the City's property tax rate to \$0.8550 per \$100 net taxable valuation. The total appraised value of the City's property tax roll increased \$1.4 billion or 2.3 percent from the July 2012 certified roll to the July 2013 certified roll. Adjusted Net Taxable Value (which is the Net Taxable Value plus the value of incomplete properties and properties under protest), increased \$1.2 billion or 2.9 percent in the same time period across all properties within the City of Fort Worth. Adjusted Net Taxable Value is the basis for the City's property tax revenue calculation.

In an effort to address the growing deficiency in capital budgeting, the decision was made to shift one additional cent (\$0.01) from the operating & maintenance (O&M) rate to the interest & sinking (I&S) rate, which supports long-term debt. This will result in a shift of \$4.2 million in revenue from O&M to I&S for FY2014. The allocation and use of O&M versus I&S tax rates is depicted in the diagram below.



As a result of the small increase in values, the City is projected to collect \$2.5 million more in General Fund property tax revenue (which includes delinquent, penalty, and interest) than in FY2013. The increase in property tax revenue from FY2013 is primarily due to a 2.7% growth in the adjusted net taxable value for properties within the Tarrant County Appraisal District for FY2013. The graph below shows the ten-year property tax trend.



The estimate of the FY2014 tax revenue is based on the certified roll provided by the central appraisal districts of Tarrant, Denton, Wise and Parker Counties in July 2013. The assumed collection rate is 98 percent. Other factors affecting current property tax revenue are the exemptions to assessed valuation authorized by the State and additional exemptions and freezes granted on a local option and approved by City Council. The most significant exemptions approved by the City Council are the general homestead exemption of 20 percent available to all residential homestead properties, an additional \$40,000 homestead exemption granted to senior citizens, and the Freeport exemption for commercial goods to be exported from the state.

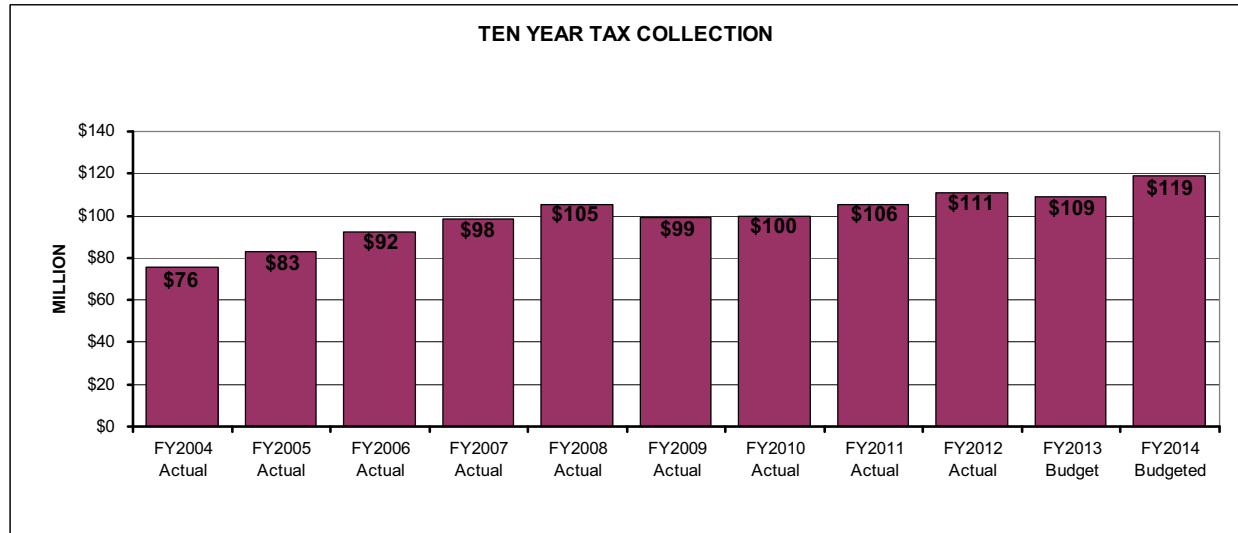
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The following indicates the loss of taxable value for various exemptions from the certified roll:

<b>Total Appraised Value</b>	\$61,219,914,707
<b>Less</b>	
Agricultural	\$590,522,352
Scenic Land	\$6,471,762
Disabled Veteran	\$127,196,895
Over 65	\$1,118,554,567
Homestead	\$3,680,077,873
Disabled Person	\$106,484,590
Freeport Inventory	\$2,554,154,519
Solar / Wind Power	\$13,889
Pollution Control	\$10,186,098
Foreign Tradezone	\$287,716,923
Historic Site	\$70,130,102
Prorated Absolute	\$73,578,404
Comm Hse Dev	\$105,795,453
Abatement Value Loss	\$268,420,681
PP Nominal Value Loss	\$2,481,501
Freeze Taxable (Denton)	\$15,238,392
Homestead Cap (Denton)	\$3,904,001
Absolute abatement	\$7,199,933,059
<b>Sub-Total Exemptions</b>	<b>\$16,220,861,061</b>
<b>Net Taxable Value</b>	<b>\$44,999,053,646</b>
<b>Less</b>	
Appraised value of protested properties	\$1,428,633,760
Appraised value of incomplete properties	\$1,171,128,813
<b>Certified Net Taxable Value</b>	<b>\$42,399,291,073</b>
<b>Plus</b>	
Minimum value of protested properties	\$920,657,927
Incomplete properties	\$945,818,682
<b>Adjusted Net Taxable Value</b>	<b>\$44,265,767,682</b>
 Tax Rate per \$100 of Value	 \$0.85500
<b>Total Levy</b>	<b>\$378,472,314</b>
<b>Less</b>	
Collection Rate	98.0%
<b>Estimated Collection of Levy</b>	<b>\$370,902,867</b>
<b>Less</b>	
Estimated TIF Contribution	(\$10,587,524)
<b>Budgeted Revenues</b>	<b>\$360,315,343</b>

## SALES TAX

Revenue from the City's one percent of the sales tax, exclusive of the one-half percent special use tax for the Crime Control and Prevention District Fund, is projected to equal \$119,226,132, an increase of \$10,427,698, or 9.6 percent from the FY2013 budget. This revenue is dependent on the level of wholesale and retail sales. Over the past ten years the City of Fort Worth sale tax collection grew from \$76M in 2004 to the anticipated amount of \$119M in 2014. This represents a 57% growth over the last ten years.



The increase from FY2013 is primarily due to improving economic conditions demonstrated by actual receipts reported by the State Comptroller's Office. The re-estimate based on actual collections from October 2012 through May 2013 shows an additional \$6.9M in sales tax revenue realized over the budgeted amount. This growth is projected to continue for the remainder of FY2013 and all of FY2014. Current data suggest substantial collection growth in retail and wholesale trade are driving the growth.

## OTHER LOCAL TAXES

Other Local Taxes include revenue from communications providers, taxes on beverage sales and bingo-game receipts. Revenues in this category are anticipated to increase by \$658,829 or 8.2 percent from the FY2013 adopted budget. There is an increase in state mixed beverage tax and a slight increase in gross receipts from telephone services.

## LICENSES AND PERMITS

Licenses and Permits are primarily made up of gas, electric, telecom and cable franchise fees and health permit fees. Revenues in this category are anticipated to decrease by \$1,408,102 or 3.0 percent from the FY2013 budget. The decrease is primarily due to lower Gas Drilling and Gas utility franchise fees based on historical and current trends. This decrease is offset by a higher Cable Street Rental fee which is calculated as a percentage of cable revenue. Cable utility revenue has increased because of an increasing number of cable subscribers coupled with higher rates charged to consumers.

## FINES AND FORFEITURES

Fines and Forfeitures are mainly made up of deferred disposition fees, penalty fees, traffic fines, general fines, court service fees and truancy court fees. Revenues in this category are projected to decrease by \$519,545 or 2.7 percent from the FY2013 budget. The decrease is primarily due to lower traffic fines based on current re-estimates.



## REVENUE FROM USE OF MONEY AND PROPERTY

Revenue from Use of Money and Property consists primarily of interest on investments and sales of abandoned vehicles. Revenues in this category are projected to increase by \$723,573 or 19.8 percent from the FY2013 budget. The increase is primarily due to higher sales of abandoned vehicles. This increase is based on higher volume of abandoned vehicles at the new auto pound.

## REVENUE FROM OTHER AGENCIES

Revenue from Other Agencies is mainly made up of reimbursement for indirect costs. Revenues in this category are projected to decrease by \$126,914 or 10.1 percent from the FY2013 budget. This decrease is due to the transfer of the Sexual Assault program from the General Fund to the Grant Fund.

## SERVICE CHARGES

Service Charges is mainly made up of administrative service charges, housing and building related permits, auto pound fees, mowing fees, athletic fees and library charges. Revenues in this category are projected to increase by \$1,269,799 or 5.3 percent from the FY2013 budget due mainly to increased building permit activities and Gateway Park site reservation fees.

## TRANSFERS

Transfer payments consist of revenues that are transferred from funds such as Solid Waste, Water and Sewer, Storm Water, and Crime Control Prevention District to the General Fund. Revenues in this category are projected to increase by \$5,238,881 or 12.5 percent from the FY2013 budget. The increase is primarily due to the revenue transfer from the Crime Control and Prevention District (CCPD). In prior years, the CCPD has transferred revenue to the General Fund to support a portion of the cost of the jail contract with the City of Mansfield. Beginning in FY2014, the CCPD will reimburse the General Fund for the full cost of this service. Additional increase in transfers from the Water and Sewer Fund, Stormwater Utility Fund and the Culture and Tourism Fund. The Water and Sewer and the Stormwater Utility Funds transfer funds for the budgeted Payment in Lieu of Taxes and street rental. The increase is the result of rate increases for Water and Sewer Fund and customer growth for both funds. The Transfer from the Culture and Tourism Fund is to reimburse the General Fund for Electricity costs that will be phased in over the next five years.

## OTHER REVENUE

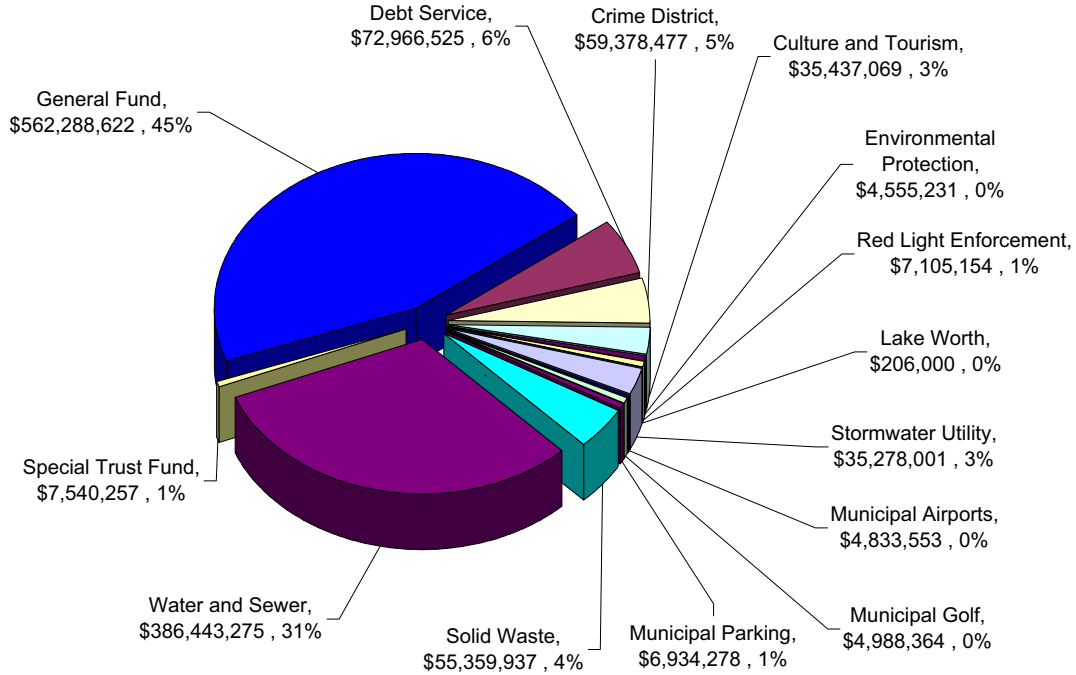
Other Revenues are mainly made up of reimbursement of labor costs and miscellaneous revenues. Revenues in this category are projected to increase by \$176,386 or 69.6 percent from the FY2013 budget. The increase is primarily due to higher miscellaneous revenue based on current re-estimates and historical activities.

**FY2014 PROPOSED BUDGET  
CITY OF FORT WORTH  
TOTAL OPERATING BUDGET**

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**REVENUES: \$ 1,243,314,743\***

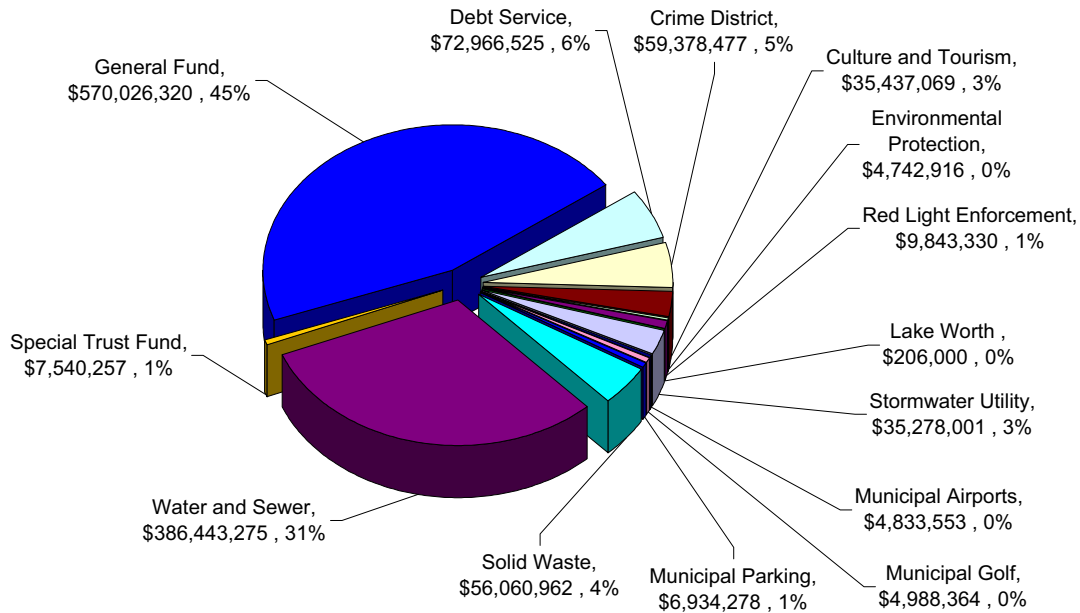
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**EXPENDITURES: \$ 1,254,679,327\***

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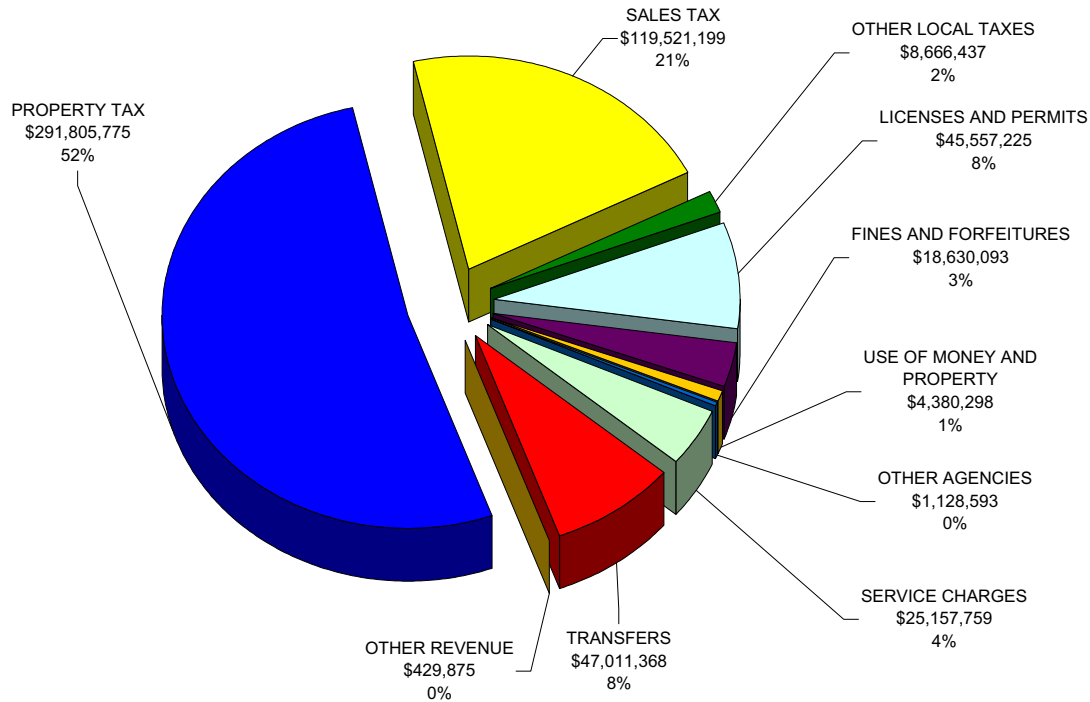
\*Excludes internal service funds and insurance funds

**FY2014 PROPOSED BUDGET  
CITY OF FORT WORTH  
GENERAL FUND BUDGET**

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**REVENUES: \$ 562,288,622**

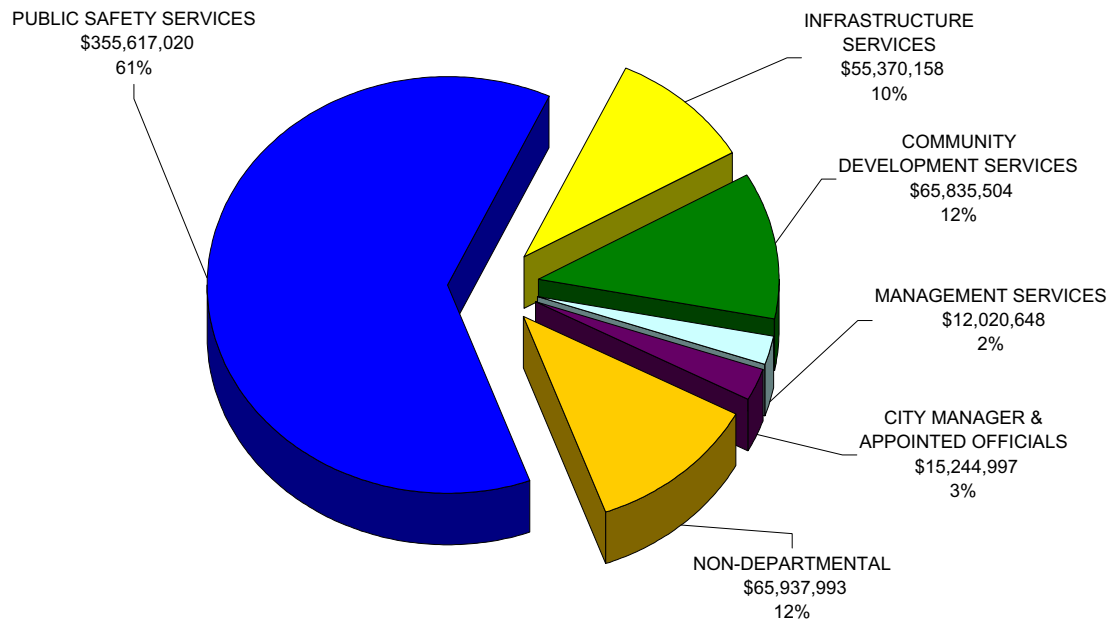
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**EXPENDITURES: \$ 570,026,320**

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# D-16

## SUMMARY OF AUTHORIZED POSITIONS AND EXPENDITURES GENERAL FUND BY DEPARTMENT

	AUTHORIZED POSITIONS					EXPENDITURES				
	Actual FY2012	Adopted FY2013	Proposed FY2014	A.P. Change	% Change	Actual FY2012	Adopted FY2013	Proposed FY2014	\$ Change	% Change
CITY ATTORNEY'S OFFICE	53.00	53.00	53.00	0.00	0.0%	\$ 5,858,331	\$ 5,896,247	\$ 6,012,150	\$ 115,903	2.0%
CITY AUDITOR'S OFFICE	14.00	15.00	15.00	0.00	0.0%	\$ 2,464,565	\$ 2,608,330	\$ 2,526,279	\$ (82,051)	(3.1%)
CITY MANAGER'S OFFICE	41.55	43.55	33.25	(10.30)	(23.7%)	\$ 6,253,436	\$ 6,720,508	\$ 5,596,726	\$ (1,123,782)	(16.7%)
CITY SECRETARY'S OFFICE	11.50	11.50	11.00	(0.50)	(4.3%)	\$ 1,032,835	\$ 1,082,740	\$ 1,109,842	\$ 27,102	2.5%
CODE COMPLIANCE	196.00	206.00	196.00	(10.00)	(4.9%)	\$ 17,150,336	\$ 17,570,149	\$ 16,686,268	\$ (883,881)	(5.0%)
FINANCIAL MANAGEMENT SVCS	72.00	72.00	88.00	16.00	22.2%	\$ 7,636,540	\$ 7,265,493	\$ 8,231,317	\$ 965,824	13.3%
FIRE	954.00	955.00	919.00	(36.00)	(3.8%)	\$ 116,422,964	\$ 121,322,144	\$ 117,796,094	\$ (3,526,050)	(2.9%)
HOUSING & ECONOMIC DEVELOPMENT	19.90	19.90	17.90	(2.00)	(10.1%)	\$ 5,219,389	\$ 5,129,598	\$ 4,956,592	\$ (173,006)	(3.4%)
HUMAN RESOURCES	34.25	34.25	34.65	0.40	1.2%	\$ 3,968,329	\$ 3,733,152	\$ 3,789,331	\$ 56,179	1.5%
LIBRARY	230.00	219.50	219.50	0.00	0.0%	\$ 19,333,114	\$ 18,516,242	\$ 19,012,018	\$ 495,776	2.7%
MUNICIPAL COURT	199.50	197.50	190.50	(7.00)	(3.5%)	\$ 17,174,177	\$ 17,238,839	\$ 16,909,218	\$ (329,621)	(1.9%)
NON-DEPARTMENTAL	0.00	0.00	0.00	0.00	0.0%	\$ 63,519,969	\$ 73,880,800	\$ 65,937,993	\$ (7,942,807)	(10.8%)
PARKS & COMMUNITY SERVICES	329.10	352.10	338.10	(14.00)	(4.0%)	\$ 38,528,278	\$ 42,858,260	\$ 41,866,894	\$ (991,366)	(2.3%)
PLANNING & DEVELOPMENT	147.00	147.00	138.00	(9.00)	(6.1%)	\$ 11,923,136	\$ 12,127,542	\$ 11,392,166	\$ (735,376)	(6.1%)
POLICE	1,795.00	1,845.00	1,797.00	(48.00)	(2.6%)	\$ 195,765,003	\$ 199,787,614	\$ 204,225,440	\$ 4,437,826	2.2%
TRANSPORTATION & PUBLIC WORKS	281.50	280.20	259.70	(20.50)	(7.3%)	\$ 48,293,743	\$ 48,098,657	\$ 43,977,992	\$ (4,120,665)	(8.6%)
GENERAL FUND TOTAL	4,378.30	4,451.50	4,310.60	(140.90)	(3.2%)	\$ 560,544,145	\$ 583,836,315	\$ 570,026,320	\$ (13,809,996)	(2.4%)

# D-17

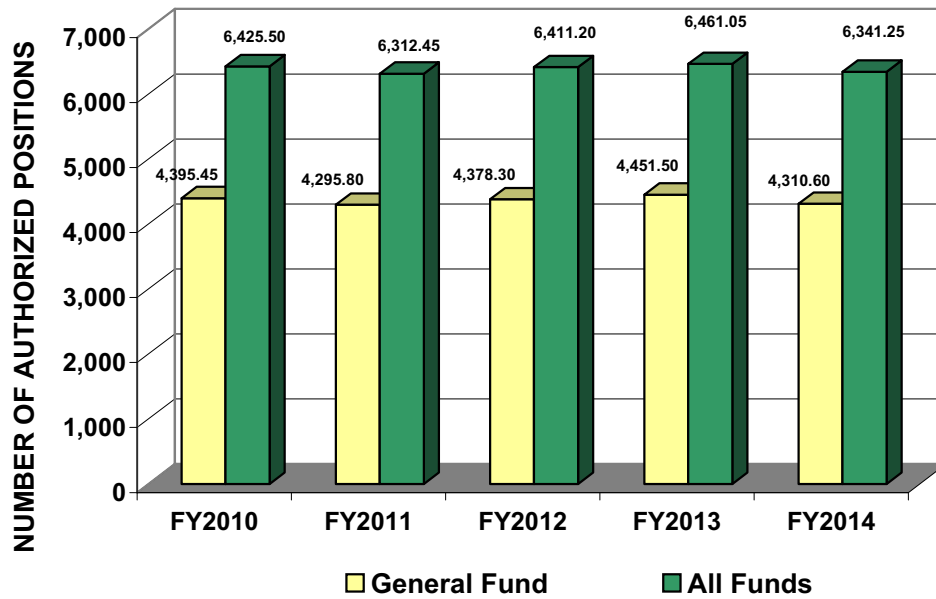
## SUMMARY OF AUTHORIZED POSITIONS AND EXPENDITURES OTHER FUNDS

	AUTHORIZED POSITIONS					EXPENDITURES				
	Actual FY2012	Adopted FY2013	Proposed FY2014	A.P. Change	% Change	Actual FY2012	Adopted FY2013	Proposed FY2014	\$ Change	% Change
<u>Enterprise Funds</u>										
MUNICIPAL AIRPORTS FUND	24.00	24.00	24.00	0.00	0.0%	\$ 6,045,824	\$ 4,914,113	\$ 4,833,553	\$ (80,560)	(1.6%)
MUNICIPAL GOLF FUND	45.65	38.00	38.00	0.00	0.0%	\$ 5,519,671	\$ 4,965,011	\$ 4,988,364	\$ 23,353	0.5%
MUNICIPAL PARKING FUND	6.00	12.00	12.00	0.00	0.0%	\$ 9,744,629	\$ 6,567,114	\$ 6,934,278	\$ 367,164	5.6%
SOLID WASTE FUND	82.00	83.00	84.00	1.00	1.2%	\$ 56,449,786	\$ 55,545,523	\$ 56,060,962	\$ 515,439	0.9%
STORMWATER UTILITY FUND	105.00	115.00	113.00	(2.00)	(1.7%)	\$ 31,079,462	\$ 34,694,219	\$ 35,278,001	\$ 583,782	1.7%
WATER AND SEWER FUND	932.00	934.00	940.00	6.00	0.6%	\$ 381,830,166	\$ 378,163,041	\$ 386,443,275	\$ 8,280,234	2.2%
<b>Enterprise Funds Total</b>	<b>1,194.65</b>	<b>1,206.00</b>	<b>1,211.00</b>	<b>5.00</b>	<b>0.4%</b>	<b>\$ 490,669,538</b>	<b>\$ 484,849,021</b>	<b>\$ 494,538,433</b>	<b>\$ 9,689,412</b>	<b>2.0%</b>
<u>Internal Service Funds</u>										
CAPITAL PROJECTS SERVICE FUND	146.00	143.00	138.00	(5.00)	(3.5%)	\$ 14,888,919	\$ 15,384,983	\$ 14,228,642	\$ (1,156,341)	(7.5%)
EQUIPMENT SERVICES FUND	106.00	106.00	106.00	0.00	0.0%	\$ 26,521,639	\$ 27,626,189	\$ 28,219,625	\$ 593,436	2.1%
INFORMATION SYSTEMS FUND	120.00	127.00	133.00	6.00	4.7%	\$ 24,610,292	\$ 23,916,653	\$ 25,327,781	\$ 1,411,128	5.9%
OFFICE SERVICES FUND	9.00	9.00	6.00	(3.00)	(33.3%)	\$ 1,731,091	\$ 1,640,733	\$ 1,482,852	\$ (157,881)	(9.6%)
TEMPORARY LABOR FUND	1.20	1.10	1.50	0.40	36.4%	\$ 805,201	\$ 1,053,878	\$ 982,620	\$ (71,258)	(6.8%)
<b>Internal Service Funds Total</b>	<b>382.20</b>	<b>386.10</b>	<b>384.50</b>	<b>(1.60)</b>	<b>(0.4%)</b>	<b>\$ 68,557,142</b>	<b>\$ 69,622,436</b>	<b>\$ 70,241,520</b>	<b>\$ 619,084</b>	<b>0.9%</b>
<u>Special Funds</u>										
CRIME DISTRICT	238.00	195.00	211.00	16.00	8.2%	\$ 63,946,500	\$ 54,711,925	\$ 59,378,477	\$ 4,666,552	8.5%
CULTURE AND TOURISM FUND	126.00	132.00	133.00	1.00	0.8%	\$ 36,081,319	\$ 33,457,613	\$ 35,437,069	\$ 1,979,456	5.9%
DEBT SERVICE FUND	0.00	0.00	0.00	0.00	0.0%	\$ 61,782,297	\$ 71,949,275	\$ 72,966,525	\$ 1,017,250	1.4%
ENVIRONMENTAL PROTECTION	23.50	23.80	23.30	(0.50)	(2.1%)	\$ 4,392,020	\$ 5,237,257	\$ 4,742,916	\$ (494,341)	(9.4%)
GROUP HEALTH FUND	10.00	9.05	9.95	0.90	9.9%	\$ 90,235,620	\$ 98,527,867	\$ 103,133,047	\$ 4,605,180	4.7%
LAKE WORTH TRUST FUND	0.00	0.00	0.00	0.00	0.0%	\$ 676,280	\$ 259,051	\$ 206,000	\$ (53,051)	(20.5%)
RED LIGHT ENFORCEMENT FUND	45.00	43.00	43.00	0.00	0.0%	\$ 9,939,546	\$ 11,528,514	\$ 9,843,330	\$ (1,685,184)	(14.6%)
RISK MANAGEMENT FUND	7.00	7.00	7.00	0.00	0.0%	\$ 4,764,662	\$ 8,029,712	\$ 7,042,898	\$ (986,814)	(12.3%)
UNEMPLOYMENT COMP FUND	0.20	0.15	0.15	0.00	0.0%	\$ 359,425	\$ 721,037	\$ 522,470	\$ (198,567)	(27.5%)
WORKERS COMP FUND	6.35	7.45	7.75	0.30	4.0%	\$ 12,409,790	\$ 12,665,601	\$ 13,117,131	\$ 451,530	3.6%
SPECIAL TRUST FUND	0.00	0.00	0.00	0.00	0.0%	\$ 5,543,257	\$ 6,773,257	\$ 7,540,257	\$ 767,000	11.3%
<b>Special Funds Total</b>	<b>456.05</b>	<b>417.45</b>	<b>435.15</b>	<b>17.70</b>	<b>4.2%</b>	<b>\$ 290,130,716</b>	<b>\$ 303,861,109</b>	<b>\$ 313,930,120</b>	<b>\$ 10,069,011</b>	<b>3.3%</b>
<b>TOTAL ALL FUNDS</b>	<b>6,411.20</b>	<b>6,461.05</b>	<b>6,341.25</b>	<b>(119.80)</b>	<b>(1.9%)</b>	<b>\$ 1,407,337,664</b>	<b>\$ 1,442,168,881</b>	<b>\$ 1,448,736,393</b>	<b>\$ 6,567,511</b>	<b>0.5%</b>

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**CHANGES IN AUTHORIZED POSITIONS**

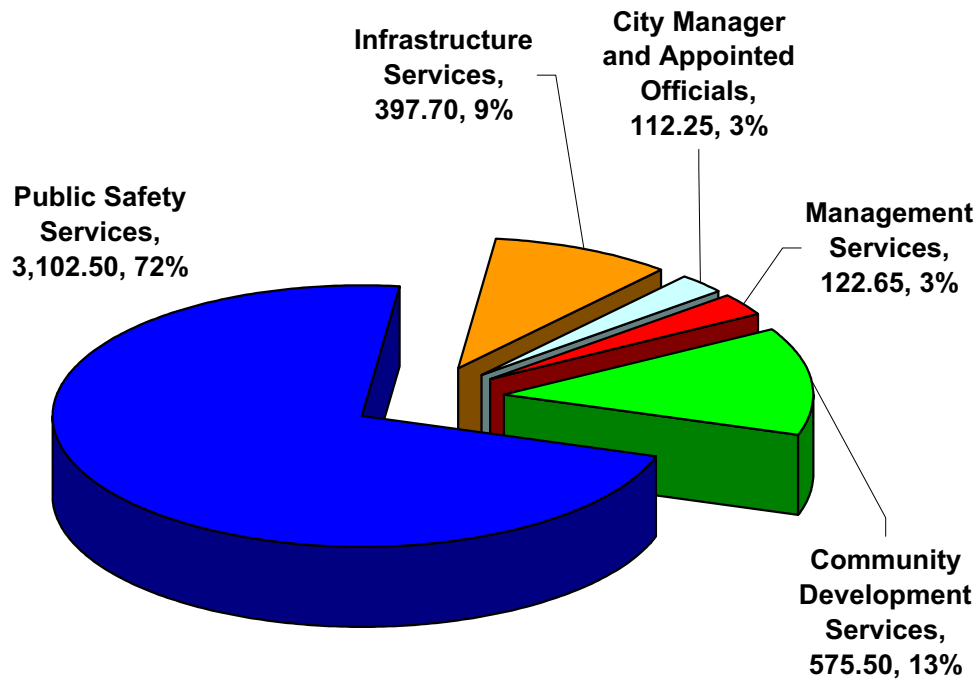

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**AUTHORIZED POSITION BY FUNCTION  
GENERAL FUND, FY2014**


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**TOTAL = 4,310.60**

# D-19

## CITYWIDE FUND BALANCE SUMMARY

Fund balance is defined as the difference between a fund's assets and its liabilities. Portions of the fund balance may be reserved for various purposes, such as contingencies. The City makes a concerted effort to maintain the fund balance and retained earnings of the various operating funds at the required level stipulated in the Financial Management Policy Statement sufficient to protect the City's creditworthiness as well as its financial position from emergencies. To monitor the condition of the General Fund and all other City funds, a financial management report is prepared that evaluates revenues and expenditures. The table below illustrates the fund balance requirement for each operating fund.

	Cash Balance as of 9/30/13 (3)	Projected Revenues	Projected Expenditures	Estimated Available Cash as of 9/30/14	Reserve Requirement % (5)	Reserve Requirement	Excess/ (Deficit)
<b>General Fund (1)</b>							
GENERAL FUND	\$66,121,328	\$562,288,622	(\$570,026,320)	\$58,383,630	10%	\$57,002,632	\$1,380,998 (4)
<b>Enterprise Funds (2)</b>							
MUNICIPAL AIRPORTS FUND	\$762,593	\$4,833,553	(\$4,833,553)	\$762,593	20%	\$938,711	(\$176,118)
MUNICIPAL GOLF FUND	(\$8,005,085)	\$4,988,364	(\$4,988,364)	(\$8,005,085)	20%	\$950,623	(\$8,955,708)
MUNICIPAL PARKING FUND	\$184,619	\$6,934,278	(\$6,934,278)	\$184,619	20%	\$575,779	(\$391,160)
SOLID WASTE FUND	\$23,574,178	\$55,359,937	(\$56,060,963)	\$22,873,152	20%	\$10,780,572	\$12,092,580
STORM WATER UTILITY FUND	\$13,843,419	\$35,278,001	(\$35,278,001)	\$13,843,419	20%	\$4,810,735	\$9,032,684
WATER AND SEWER FUND	\$46,733,256	\$386,443,275	(\$386,443,275)	\$46,733,256	20%	\$47,730,055	(\$996,799)
<b>Internal Service Funds (2)</b>							
CAPITAL PROJECTS SERVICE FUND	\$266,006	\$14,228,642	(\$14,228,642)	\$266,006	0%	\$0	\$266,006
EQUIPMENT SERVICES FUND	(\$1,929,986)	\$28,219,625	(\$28,219,625)	(\$1,929,986)	0%	\$0	(\$1,929,986)
INFORMATION SYSTEMS FUND	\$4,541,777	\$25,327,781	(\$25,327,781)	\$4,541,777	0%	\$0	\$4,541,777
OFFICE SERVICES FUND	(\$707,018)	\$1,482,852	(\$1,482,852)	(\$707,018)	0%	\$0	(\$707,018)
TEMPORARY LABOR FUND	\$584,597	\$982,620	(\$982,620)	\$584,597	0%	\$0	\$584,597
<b>Special Funds (2)</b>							
CRIME DISTRICT	\$21,336,460	\$59,378,477	(\$59,378,477)	\$21,336,460	37%	\$21,970,036	(\$633,576)
CULTURE AND TOURISM FUND	\$11,749,523	\$35,437,069	(\$35,437,069)	\$11,749,523	20%	\$5,633,065	\$6,116,458
ENVIRONMENTAL PROTECTION FUND	\$6,326,052	\$4,555,231	(\$4,742,916)	\$6,138,367	20%	\$874,035	\$5,264,332
GROUP HEALTH FUND	\$33,226,643	\$102,621,985	(\$103,133,047)	\$32,715,581	15%	\$15,469,957	\$17,245,624
LAKE WORTH TRUST FUND	\$214,706	\$206,000	(\$206,000)	\$214,706	0%	\$0	\$214,706
RISK MANAGEMENT FUND	\$16,218,249	\$0	(\$7,042,898)	\$9,175,351	25%	\$1,760,725	\$7,414,626
RED LIGHT ENFORCEMENT FUND	\$3,338,548	\$7,105,154	(\$9,843,330)	\$600,372	20%	\$1,968,666	(\$1,368,294)
UNEMPLOYMENT COMP FUND	\$593,605	\$500,719	(\$522,470)	\$571,854	25%	\$130,618	\$441,237
WORKERS COMP FUND	\$4,191,124	\$13,117,131	(\$13,117,131)	\$4,191,124	25%	\$3,279,283	\$911,841

1 - Fund/Cash balance information as of 9/30/13 for General Fund is based on information provided by the FMS Department as it appeared in the 2012 CAFR for 09/30/12 then adjusted by estimated FM08 revenue and expenditure in each General Fund Department for FY2013.

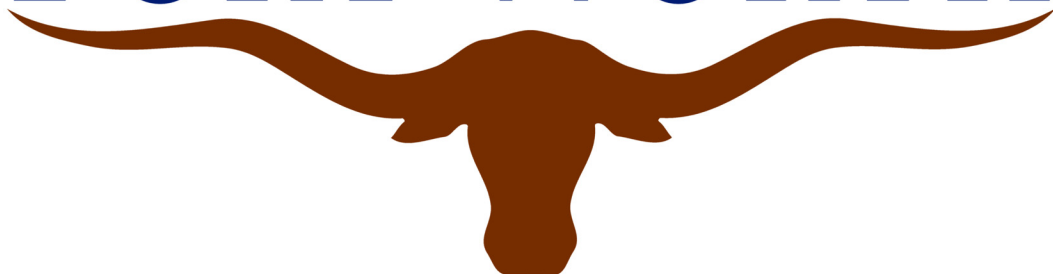
2 - Fund/Cash balance information as of 9/30/13 is based on information provided by the FMS Department as it appeared in the 2012 CAFR for 09/30/12. The projected Fund/Cash balance for FY2013 was then adjusted by estimated FM08 revenue and expenditure in each fund for FY2013.

3 - Available Cash Balance which is the CAFR Ending Cash Balance minus Payables.

4 - A \$4.0m will be transferred by ordinance from Workers' Compensation, Risk Management, Unemployment and Temporary Labor funds to shore up the General Fund fund balance during FY2014. See page E-3 for details.

5 - Internal Service funds don't have fund balance requirement.

**FORT WORTH**





## FUND STATEMENT

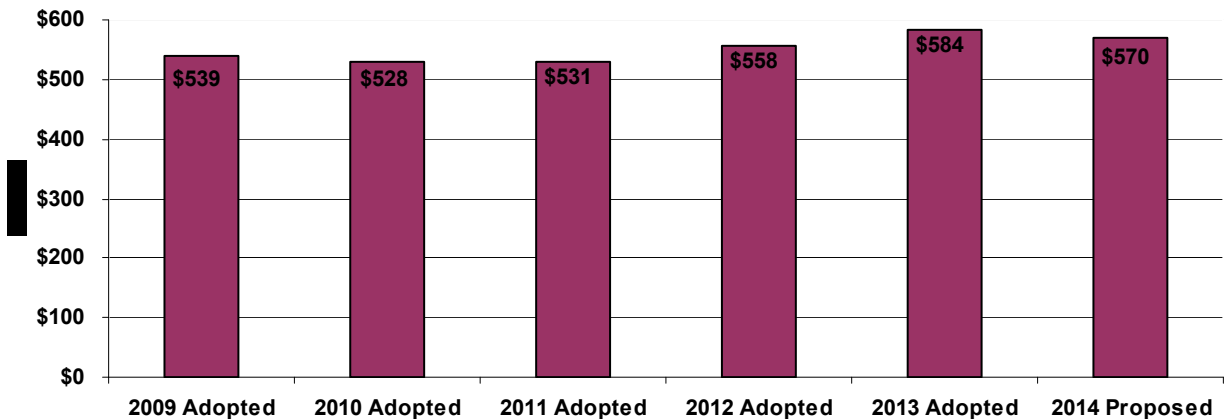
**FUND:**

### GENERAL FUND

The General Fund is the largest fund within the City. The fund has the largest amount of revenue in the overall City budget. In accordance with the City's Financial Management Policy Statements (FMPS) with regard to a reliable, equitable and diversified revenue stream, the General Fund revenues include property taxes, sales tax, license and permit fees, service charges, fines and forfeitures, and other miscellaneous revenues such as other governmental agency revenues and interest revenue. These revenues are used to finance City departments that provide basic services. There are several other funds in the City of Fort Worth; however, all activities that are supported by tax dollars are only included in the General Fund.

In FY2012, the City restored staffing and imperative City services reduced during prior years. The FY2013 budget was characterized as a maintenance budget focusing on community needs and desires. The FY2014 proposed budget is an alignment budget with the City making attentive efforts to align expenditures and revenues. The following chart provides a historical perspective of the General Fund total annual adopted budgets since 2009.

**Total Annual Budget Expenditures**



The City's property tax generates the largest percentage of revenue for the General Fund. Property taxes are levied on both real estate and personal property, according to the property's valuation and the tax rate. For FY2014, the City's adopted property tax rate is \$0.8550 per \$100 of net taxable valuation. This is unchanged from the FY2013 property tax rate. Sales tax, the second largest revenue source for the City, also underpins the City's General Fund.

Debt Service, which is the City's obligation to pay the principal and interest on all bonds and other debt instruments according to a payment schedule, is estimated to be \$72,966,525. In FY2009, the decision was made that the debt service payment will no longer pass through the General Fund. Property tax associated with debt service will be deposited directly in the General Debt Service Fund.

General Fund departments provide primary services directly to the public, as well as support services to other City departments. In accordance with the FMPS, the City's Financial Management Services Department determines administrative service charges due to the General Fund. These charges are then budgeted accordingly in all other funds.

The City also makes a concerted effort to maintain the General Fund's undesignated fund balance at 10 percent of current year budgeted expenditures. To monitor the condition of the General Fund and all other City funds, a financial management report is prepared that evaluates revenues and expenditures, as well as performance indicators. Additionally, the City also prepares an annual Financial Forecast that discusses trends affecting the City, as well as critical issues. The General Fund budget funds 4,305.60 authorized positions and 15 operating departments (excluding Non-Departmental). Each department, listed alphabetically in the General Fund section, has a primary focus.

**GENERAL FUND BUDGET SUMMARY  
FY2014**

**REVENUES:**

Property Tax	\$291,805,775
Sales Tax	119,521,199
Other Local Taxes	8,666,437
Licenses and Permits	45,557,225
Fines and Forfeitures	18,630,093
Use of Money and Property	4,380,298
Revenue from Other Agencies	1,128,593
Services Charges	25,157,759
Other Revenue	<u>429,875</u>

**TOTAL REVENUE** \$515,277,254

**OTHER FINANCING SOURCES:**

Transfer from the Water and Sewer Fund	\$23,999,011
Transfer from Crime Control Prevention District	11,471,823
Transfer from the Solid Waste Fund	4,825,305
Transfer from the Stormwater Utility Fund	2,443,768
Transfer from the Special Trust Fund	1,890,503
Transfer from the Airport Fund	328,275
Transfer from the Lake Worth Fund	206,000
Other Transfers	<u>1,846,683</u>

**TOTAL OTHER FINANCING SOURCES** \$47,011,368

**USE OF FUND BALANCE** \$7,737,698

**TOTAL REVENUE AND OTHER FINANCING SOURCES** \$570,026,320

**EXPENDITURES:**

Personnel Services	\$420,350,793
Supplies	26,262,542
Contractual Services	<u>119,815,550</u>

**TOTAL RECURRING EXPENSES** \$566,428,885

**DEBT SERVICE AND CAPITAL OUTLAY:**

Capital Outlay	\$1,192,065
Debt Service	<u>2,405,370</u>

**TOTAL DEBT SERVICE AND CAPITAL OUTLAY** \$3,597,435

**TOTAL EXPENDITURES** \$570,026,320

**PROJECTED  
FY2014 FUND BALANCE  
GENERAL FUND**

<b>Fund Balance as of 9/30/2012:</b>	<b>\$112,833,636</b>
Estimated Reserved For Inventories	(3,145,553)
Estimated Reserved For Advances	(7,765,079)
Estimated Reserved For Prepaids	0
Estimated Designated For Rate Case	0
Estimated Designated For Accum Savings Program	(100,000)
<b>FY2013 Unaudited, Unassigned Fund Balance:</b>	<b>\$101,823,004</b>
Total Projected revenues for FY2013	\$554,337,583
Total Projected expenditure for FY2013	(\$594,039,259)
<b>FY2013 Net Available Fund Balance:</b>	<b>\$62,121,328</b>
Estimated Receipts*	\$4,000,000
<b>FY2013 Net Available Fund Balance</b>	<b>\$66,121,328</b>
Projected Revenues for FY2014	\$562,288,622
Projected Expenditures for FY2014	(\$570,026,320)
<b>Unaudited, Unassigned Fund Balance as of 9/30/2014:</b>	<b>\$58,383,630</b>
10% Reserve requirement	\$57,002,632
<b>Fund Balance Available over/(under)</b>	<b>\$1,380,998</b>
<b>Percent of Fund Balance over/(under)</b>	<b>10.24%</b>

\* A budget ordinance to transfer a total of \$4.0m to the General Fund to strengthen fund balance. The amounts are as follows: \$500,000 from Workers' Compensation Fund, \$250,000 from the Unemployment Compensation Fund, \$250,000 from the Temporary Labor Fund, and \$3,000,000 from Risk Management Fund.

**SUMMARY OF AUTHORIZED POSITIONS AND EXPENDITURES  
GENERAL FUND BY DEPARTMENT**

	AUTHORIZED POSITIONS					EXPENDITURES				
	Actual FY2012	Adopted FY2013	Proposed FY2014	A.P. Change	% Change	Actual FY2012	Adopted FY2013	Proposed FY2014	\$ Change	% Change
CITY ATTORNEY'S OFFICE	53.00	53.00	53.00	0.00	0.0%	\$ 5,858,331	\$ 5,896,247	\$ 6,012,150	\$ 115,903	2.0%
CITY AUDITOR'S OFFICE	14.00	15.00	15.00	0.00	0.0%	\$ 2,464,565	\$ 2,608,330	\$ 2,526,279	\$ (82,051)	(3.1%)
CITY MANAGER'S OFFICE	41.55	43.55	33.25	(10.30)	(23.7%)	\$ 6,253,436	\$ 6,720,508	\$ 5,596,726	\$ (1,123,782)	(16.7%)
CITY SECRETARY'S OFFICE	11.50	11.50	11.00	(0.50)	(4.3%)	\$ 1,032,835	\$ 1,082,740	\$ 1,109,842	\$ 27,102	2.5%
CODE COMPLIANCE	196.00	206.00	196.00	(10.00)	(4.9%)	\$ 17,150,336	\$ 17,570,149	\$ 16,686,268	\$ (883,881)	(5.0%)
FINANCIAL MANAGEMENT SVCS	72.00	72.00	88.00	16.00	22.2%	\$ 7,636,540	\$ 7,265,493	\$ 8,231,317	\$ 965,824	13.3%
FIRE	954.00	955.00	919.00	(36.00)	(3.8%)	\$ 116,422,964	\$ 121,322,144	\$ 117,796,094	\$ (3,526,050)	(2.9%)
HOUSING & ECONOMIC DEVELOPMENT	19.90	19.90	17.90	(2.00)	(10.1%)	\$ 5,219,389	\$ 5,129,598	\$ 4,956,592	\$ (173,006)	(3.4%)
HUMAN RESOURCES	34.25	34.25	34.65	0.40	1.2%	\$ 3,968,329	\$ 3,733,152	\$ 3,789,331	\$ 56,179	1.5%
LIBRARY	230.00	219.50	219.50	0.00	0.0%	\$ 19,333,114	\$ 18,516,242	\$ 19,012,018	\$ 495,776	2.7%
MUNICIPAL COURT	199.50	197.50	190.50	(7.00)	(3.5%)	\$ 17,174,177	\$ 17,238,839	\$ 16,909,218	\$ (329,621)	(1.9%)
NON-DEPARTMENTAL	0.00	0.00	0.00	0.00	0.0%	\$ 63,519,969	\$ 73,880,800	\$ 65,937,993	\$ (7,942,807)	(10.8%)
PARKS & COMMUNITY SERVICES	329.10	352.10	333.10	(19.00)	(5.4%)	\$ 38,528,278	\$ 42,858,260	\$ 41,571,827	\$ (1,286,433)	(3.0%)
PLANNING & DEVELOPMENT	147.00	147.00	138.00	(9.00)	(6.1%)	\$ 11,923,136	\$ 12,127,542	\$ 11,392,166	\$ (735,376)	(6.1%)
POLICE	1,795.00	1,845.00	1,797.00	(48.00)	(2.6%)	\$ 195,765,003	\$ 199,787,614	\$ 204,225,440	\$ 4,437,826	2.2%
TRANSPORTATION & PUBLIC WORKS	281.50	280.20	259.70	(20.50)	(7.3%)	\$ 48,293,743	\$ 48,098,657	\$ 43,977,992	\$ (4,120,665)	(8.6%)
<b>GENERAL FUND TOTAL</b>	<b>4,378.30</b>	<b>4,451.50</b>	<b>4,305.60</b>	<b>(145.90)</b>	<b>(3.3%)</b>	<b>\$ 560,544,145</b>	<b>\$ 583,836,315</b>	<b>\$ 569,731,252</b>	<b>\$ (14,105,063)</b>	<b>(2.4%)</b>

## COMPARISON OF GENERAL FUND REVENUES AND OTHER FINANCING RESOURCES

	ACTUALS FY2011	ACTUALS FY2012	ADOPTED FY2013	PROPOSED FY2014	\$ VARIANCE	% VARIANCE
Property Tax	\$287,466,709	\$286,868,367	\$289,296,883	\$291,805,775	\$2,508,892	0.9%
Sales Tax	105,582,575	102,259,196	108,798,434	119,521,199	10,722,765	9.9%
Other Local Taxes	8,571,898	8,264,913	8,007,608	8,666,437	658,829	8.2%
Licenses & Permits	50,839,201	45,795,566	46,965,327	45,557,225	(1,408,102)	(3.0%)
Fines & Forfeitures	15,997,024	16,926,704	19,149,638	18,630,093	(519,545)	(2.7%)
Use of Money & Property	7,447,075	4,196,664	3,656,725	4,380,298	723,573	19.8%
From Other Agencies	1,279,689	1,188,365	1,255,507	1,128,593	(126,914)	(10.1%)
Service Charges	21,156,494	23,629,151	23,887,960	25,157,759	1,269,799	5.3%
Transfers	66,291,395	43,794,369	41,772,487	47,011,368	5,238,881	12.5%
Other Revenue	<u>4,990,841</u>	<u>483,374</u>	<u>253,489</u>	<u>429,875</u>	<u>176,386</u>	<u>69.6%</u>
Total Revenue	\$569,622,901	\$533,406,669	\$543,044,058	\$562,288,622		
Use of Fund Balance	<u>\$0</u>	<u>\$24,218,512</u>	<u>\$40,792,257</u>	<u>\$7,737,698</u>		
<b>Total General Fund Resources</b>	\$569,622,901	\$557,625,181	\$583,836,315	\$570,026,320		

## COMPARATIVE SUMMARY OF AD VALOREM TAX LEVIES AND COLLECTIONS

	ACTUAL FY2011	ACTUAL FY2012	ADOPTED FY2013	PROPOSED FY2014
Adjusted Net Taxable Value	\$41,013,144,308	\$42,070,860,011	\$43,087,160,976	\$44,265,767,682
Tax Rate	0.8550	0.8550	0.8550	0.8550
Operating	0.7109	0.7009	0.6859	0.6759
Debt Service	0.1441	0.1541	0.1691	0.1791
Total Levy	\$350,662,384	\$359,705,853	\$368,395,226	\$378,472,314
Estimated Levy Adjustments	0.00%	0.00%	0.00%	0.00%
Levy Adjusted Collections	\$350,662,384	\$359,705,853	\$368,395,226	\$378,472,314
Collection Rate	98.00%	98.00%	98.00%	98.00%
Total Collection of Levy	\$343,649,136	\$352,511,736	\$361,027,322	\$370,902,867
TIF Contributions	(\$8,462,300)	(\$8,655,600)	(\$9,007,539)	(\$10,587,524)
Estimated Refunds	(\$2,250,000)	(\$2,250,000)	\$0	\$0
Budgeted Revenues				
General Fund	\$276,824,324	\$280,037,124	\$282,398,092	\$284,838,761
Debt Levy	<u>\$56,112,512</u>	<u>\$61,569,012</u>	<u>\$69,621,690</u>	<u>\$75,476,582</u>
Subtotal Current Property Taxes	\$332,936,836	\$341,606,136	\$352,019,783	\$360,315,343
<b>OTHER PROPERTY TAXES</b>				
Delinquent Property Taxes	\$3,759,477	\$3,372,829	\$3,588,249	\$3,624,131
Vehicle Inventory	\$165,000	\$260,346	\$76,457	\$76,457
Interest/Penalty Charges	<u>\$3,883,126</u>	<u>\$2,697,130</u>	<u>\$3,234,085</u>	<u>\$3,266,426</u>
Subtotal Other Property Taxes	\$7,807,603	\$6,330,305	\$6,898,791	\$6,967,014
<b>TOTAL PROPERTY TAXES</b>				
Operating Taxes	\$284,631,927	\$286,868,367	\$289,296,883	\$291,805,775
Debt Service Taxes	\$56,112,512	\$61,569,012	\$69,621,690	\$75,476,582

## FUND BUDGET SUMMARY

**DEPARTMENT:**  
GENERAL FUND

**FUND/CENTER**  
GG01

**SUMMARY OF FUND RESPONSIBILITIES:**

The General Fund is the City's tax and fee supported operating fund. Ad valorem taxes account for approximately 52% of General Fund revenue. The levy collected for operations and maintenance of the General Fund represents 0.9% increase over the FY2013 adopted budget. Sales Tax is the second largest revenue source for the General Fund. Sales Taxes account for approximately 21% of the General Fund. This revenue source has increased 10% from the FY2013 adopted budget. Other major sources of revenue are:

- A. Street rental and franchise fees from local utilities;
- B. Fines and forfeitures;
- C. Community services charges;
- D. Library fees;
- E. Building inspection fees;
- F. Health permits and fees;
- G. Return on the investment of General Fund monies; and
- H. Licenses and permit fees.

General Fund expenditures provide the following services: general administration and management, public safety, parks and community services, transportation and public works, planning and development, code compliance and the public library.

<b>Allocations</b>	<b>Actual FY2012</b>	<b>Adopted FY2013</b>	<b>Proposed Budget FY2014</b>	<b>Adopted Budget FY2014</b>
<b>Personnel Services</b>	\$ 403,838,913	\$ 422,104,984	\$ 420,350,793	
<b>Supplies</b>	26,378,647	26,434,665	26,262,542	
<b>Contractual</b>	125,410,171	128,905,274	119,815,550	
<b>Capital Outlay</b>	2,447,918	3,948,511	1,192,065	
<b>Debt Service</b>	2,564,176	2,442,880	2,405,370	
<b>Total Expenditures</b>	\$ 560,639,825	\$ 583,836,314	\$ 570,026,320	
<b>Authorized Positions</b>	4,378.30	4,451.50	4,310.60	

**FORT WORTH**





## DEPARTMENTAL BUDGET SUMMARY

DEPARTMENT:
CITY ATTORNEY’S OFFICE

FUND/CENTER
GG01/0121000:0122010

SUMMARY OF DEPARTMENT RESPONSIBILITIES:

The City Attorney’s Office, under the direction of the City Attorney, is responsible for the administration of all legal affairs of the City; City representation in all lawsuits, litigation and hearings; preparation of ordinances, contracts, and all other legal documents; and the rendering of legal advice and opinions to the City Council, City Manager, and City departments.

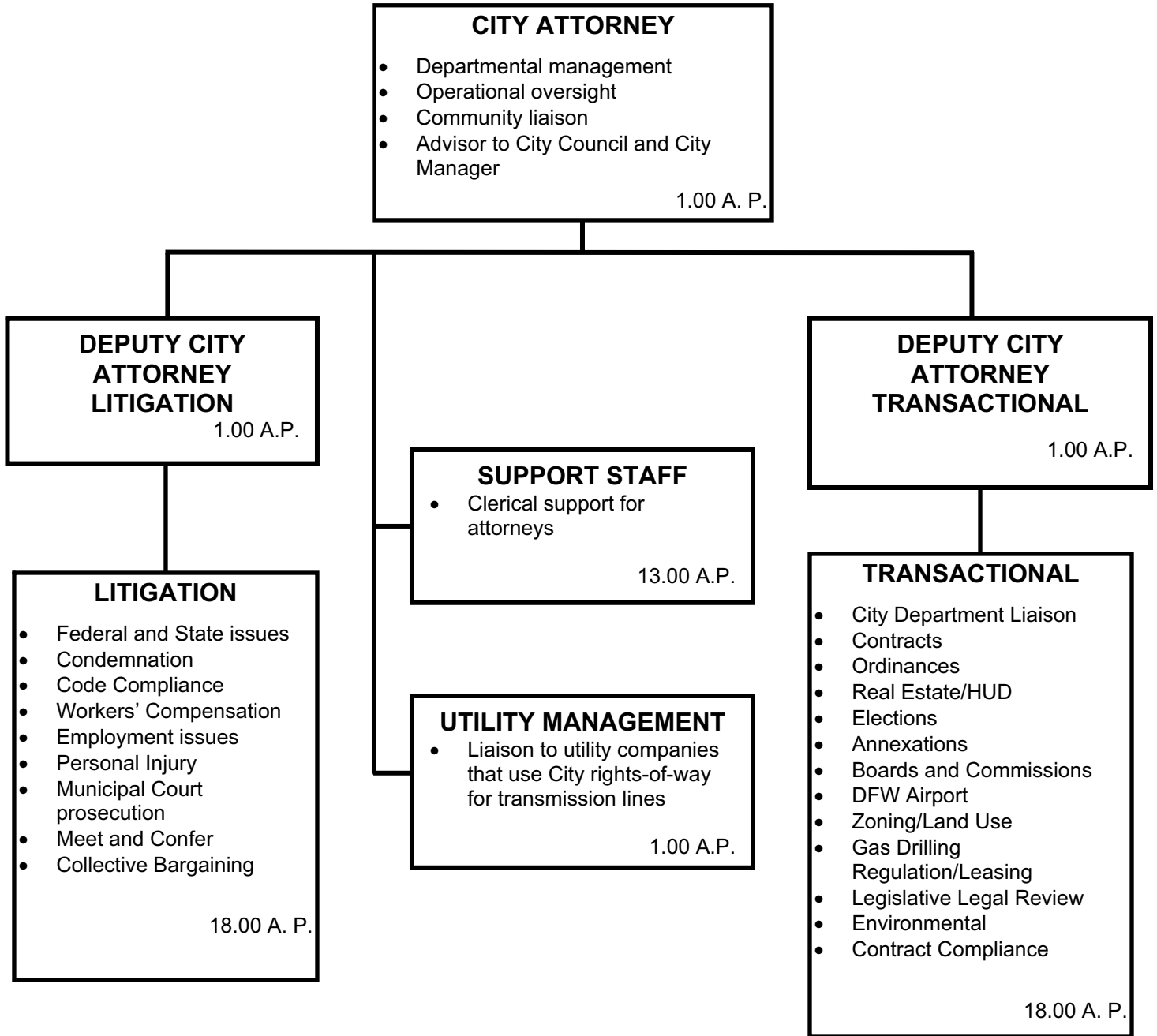
The City Attorney's Office provides transactional and advisory services as general counsel, and litigation services, handling the bulk of lawsuits in-house. The Department has two divisions, Litigation and Transactional, each of which is comprised of sections based on areas of practice. In addition, two Section Chiefs serve on the Executive Team, along with the City Attorney and Deputy City Attorneys. Support Services provide clerical and other assistance to the attorneys in all sections of the department.

Attorneys in the Department's Litigation division represent the City in cases in which the City of Fort Worth is a party. The Litigation division also handles employment and public safety matters. The Transactional division handles all City contracts, advises all City boards and commissions, and counsels the City Council and City staff on matters relating to the administrative functions of government, such as taxation, elections and budgeting. Outside counsel is retained only in those instances where specialized expertise is needed, there are workload constraints, or a conflict exists.

The Department also contains the Utility Management Division. The Utility Management Division is responsible for negotiating the electricity contract for all City departments; serving as the liaison between City departments and its retail electric provider and Oncor; processing the City's monthly electric bills for payment; negotiating and overseeing the City's franchise agreements with utility companies that utilize City rights-of-way (gas, long-distance telephone, and electric); addressing issues with non-franchised utilities that utilize City rights-of-way (local telephone and cable); and serving as the City's representative on various utility related committees.

Allocations	Actual FY2012	Adopted FY2013	Proposed Budget FY2014	Adopted Budget FY2014
Personnel Services	\$ 5,106,872	\$ 5,160,517	\$ 5,247,238	
Supplies	60,984	137,682	138,075	
Contractual	690,475	598,048	626,837	
Capital Outlay	0	0	0	
Total Expenditures	\$ 5,858,331	\$ 5,896,247	\$ 6,012,150	
Authorized Positions	53.00	53.00	53.00	

**CITY ATTORNEY'S OFFICE – 53.00 A. P.**



**DEPARTMENTAL BUDGET SUMMARY****DEPARTMENT:**

CITY AUDITOR'S OFFICE

**FUND/CENTER**

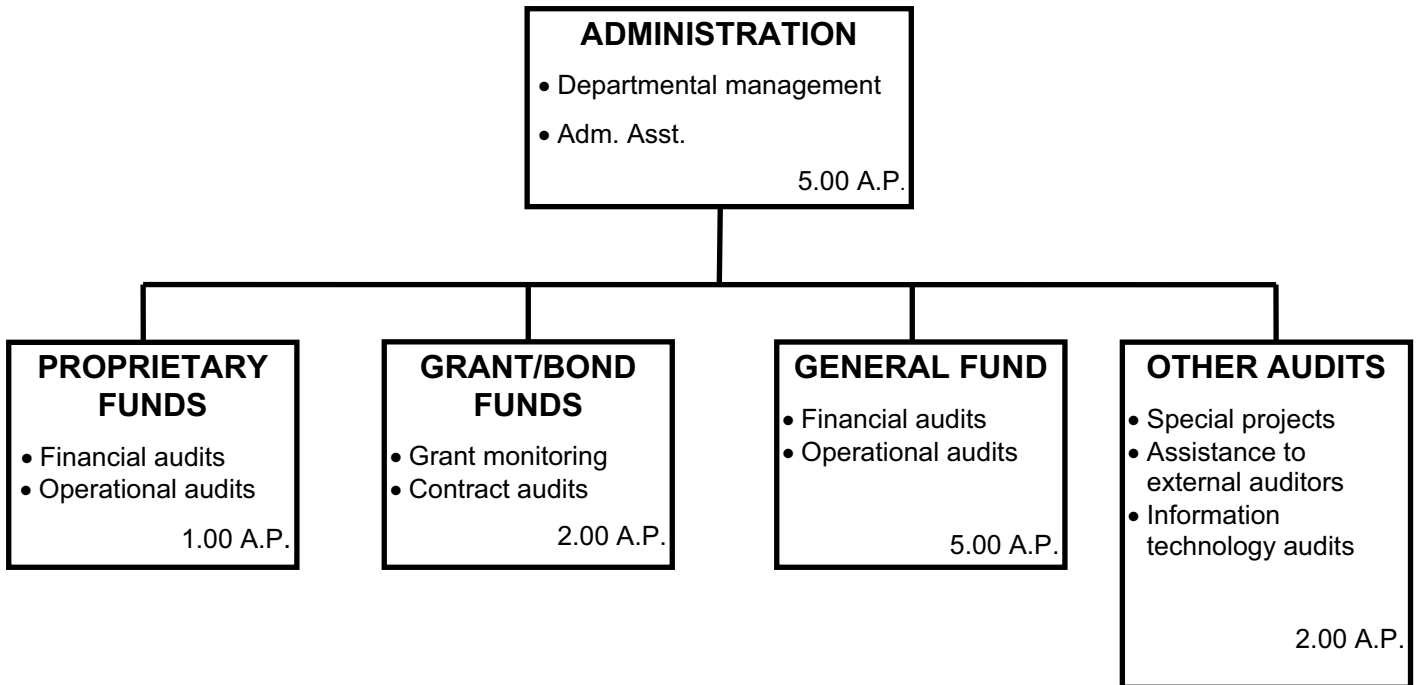
GG01/0101000

**SUMMARY OF DEPARTMENT RESPONSIBILITIES:**

The City Auditor's Office is charged with conducting financial-related audits and compliance audits of all city activities; contractor and vendor audits of contractors and vendors doing business with the City; electronic data processing audits; performance audits upon direction by the City Council, and such other special audits, investigations, and projects at the request of the City Council or City Manager. The audits are conducted under the direction and control of the City Auditor, who is appointed by the City Council.

<b>Allocations</b>	<b>Actual FY2012</b>	<b>Adopted FY2013</b>	<b>Proposed Budget FY2014</b>	<b>Adopted Budget FY2014</b>
<b>Personnel Services</b>	\$ 1,187,677	\$ 1,322,567	\$ 1,283,072	
<b>Supplies</b>	13,011	14,874	14,874	
<b>Contractual</b>	1,263,877	1,270,889	1,228,333	
<b>Capital Outlay</b>	0	0	0	
<b>Total Expenditures</b>	\$ 2,464,565	\$ 2,608,330	\$ 2,526,279	
<b>Authorized Positions</b>	14.00	15.00	15.00	

## CITY AUDITOR'S OFFICE – 15.00 A.P.



## DEPARTMENTAL BUDGET SUMMARY

DEPARTMENT:

CITY MANAGER'S OFFICE

FUND/CENTER

GG01/0021000:0029000

SUMMARY OF DEPARTMENT RESPONSIBILITIES:

The City Manager's Office is composed of five divisions: Administration, Mayor and Council, Human Relations, Governmental Relations and the Office of Media and Public Affairs.

Administration is responsible for administering the programs and policies established by the City Council. It directs and coordinates the operations of City departments and informs and advises the City Council regarding City transactions, existing conditions and future requirements.

The Mayor and Council Office supports the City Council with a full-time staff and council aides, provides oversight of office operations; handles citizen concerns and suggestions; drafts correspondence and speeches; and works on various special projects.

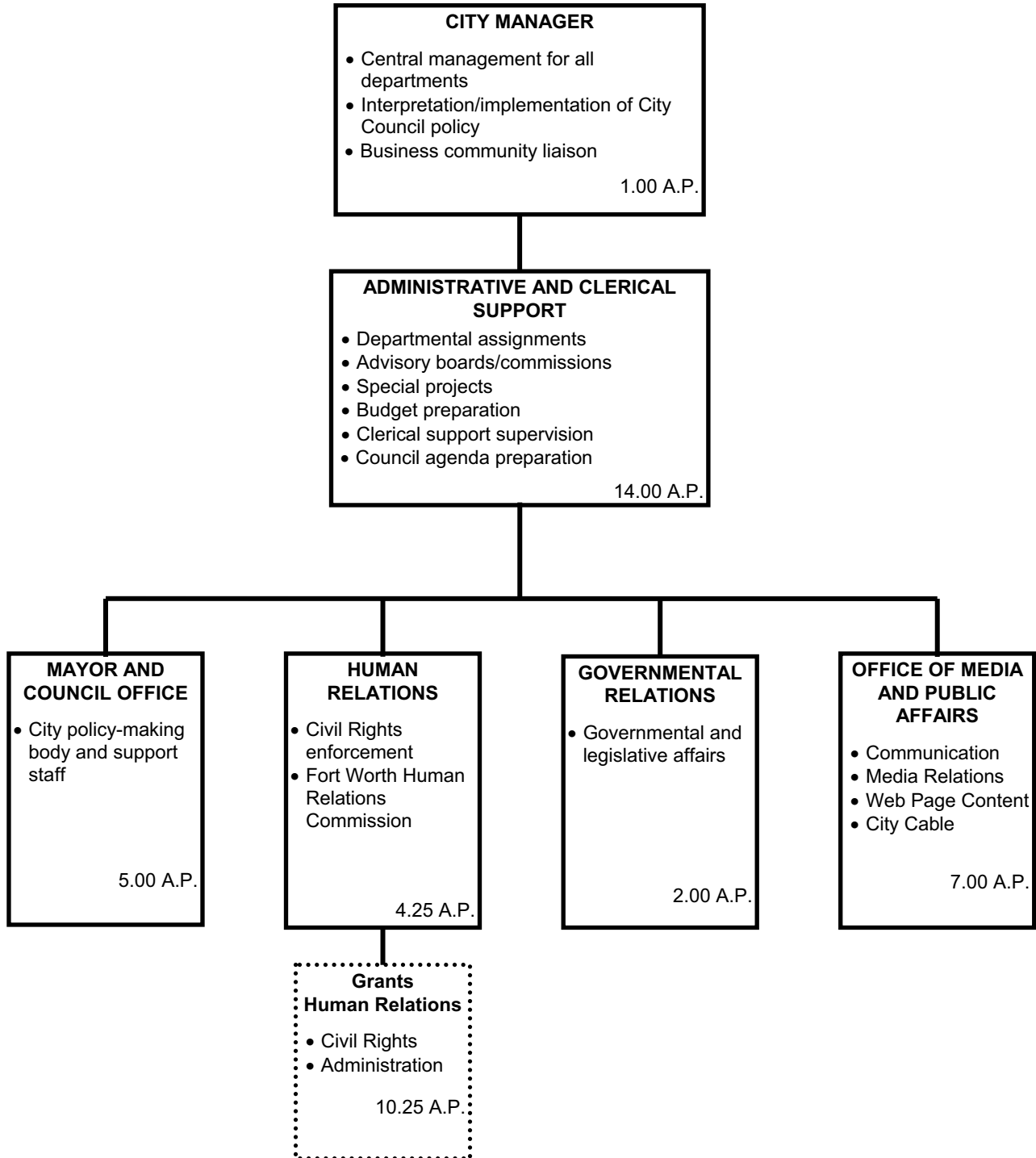
The Human Relations Division is responsible for enforcing the City's anti-discrimination laws, carrying out the civil rights enforcement functions of the City Code and the policy directives of the Human Relations Commission.

Governmental Relations is responsible for researching and assisting in the passage of federal and state legislative initiatives that favorably affect the City of Fort Worth and its citizens.

The Office of Media and Public Affairs has oversight of the City's website and Cable Communications Office and is responsible for communicating news and information accurately and quickly about the City's strategic goals, services, policies and programs to citizens through a variety of communication channels. The Office also oversees the operations of the Cable Communications Office, which broadcasts and records municipal meetings for public viewing on the municipal channel and website.

Allocations	Actual FY2012	Adopted FY2013	Proposed Budget FY2014	Adopted Budget FY2014
Personnel Services	\$ 4,778,647	\$ 4,751,373	\$ 4,121,144	
Supplies	107,456	156,216	113,450	
Contractual	1,367,333	1,812,919	1,362,132	
Capital Outlay	0	0	0	
Total Expenditures	\$ 6,253,436	\$ 6,720,508	\$ 5,596,726	
Authorized Positions	41.55	43.55	33.25	

**CITY MANAGER'S OFFICE – 43.50 A.P.**  
**GENERAL FUND 33.25 A.P.**  
**GRANTS FUND 10.25 A.P.**



**CITY MANAGER'S OFFICE  
DEPARTMENTAL BUDGET SUMMARY**

**OTHER FUNDING**

**GENERAL INFORMATION:**

The U.S. Department of Housing and Urban Development (HUD) Cooperative Agreement provides for payment of the investigation and resolution of fair housing complaints (in the amount of \$2,600 per investigation), staff training in HUD investigative procedures and outreach efforts to educate the community on fair housing laws. Fair housing cases are processed in accordance with the legislative authority granted under the Title VIII of the Civil Rights Act of 1968 as amended by the Fair Housing Act of 1988 and City of Fort Worth Ordinance No. 11075, as amended.

The Equal Employment Opportunity Commission (EEOC) pays the City \$650 per case up to the contracted number of cases accepted and \$50 per deferred in-take, as specified in the contract. EEOC cases are processed in accordance with the legislative authority granted under the Civil Rights Act of 1964 and City of Fort Worth Ordinance No. 7278, as amended.

**STATUS OF FUNDING**

	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>
New Funds	\$721,714	\$796,015	\$805,453
Expenditures/Commitments	<u>(652,034)</u>	<u>(141,890)</u>	<u>0</u>
Balance	\$69,680	\$654,125	
Approved Grant Positions	7.45	8.70	10.25

**FORT WORTH**





**CITY MANAGER'S OFFICE  
BUDGET OVERVIEW  
FOR THE PERIOD  
June 2, 2013 - May 31, 2014**

**GRANT FUNDS**

U.S. Department of Housing and Urban Development (HUD)*	\$741,303
Equal Employment Opportunity Commission (EEOC)**	64,150
<b>TOTAL GRANT FUNDS:</b>	<hr/> \$805,453

<b>TOTAL ALL FUNDING SOURCES:</b>	\$805,453
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<b>TOTAL APPROVED GRANT POSITIONS:</b>	10.25
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\*In FY2012 the City Manager's Office assumed administrative and fiscal oversight of this grant. The assigned Catalog of Federal Domestic Assistance (CFDA) numbers are 14.401. OMB Circular numbers A-87, A-102, and A-133 apply to this grant.

\*\* In FY2012 the City Manager's Office assumed administrative and fiscal oversight of this grant. The assigned Catalog of Federal Domestic Assistance (CFDA) number is 30.002. This program is excluded from coverage under OMB Circular numbers A-87, A-102, and A-133.

**FORT WORTH**



## DEPARTMENTAL BUDGET SUMMARY

DEPARTMENT:

CITY SECRETARY’S OFFICE

FUND/CENTER

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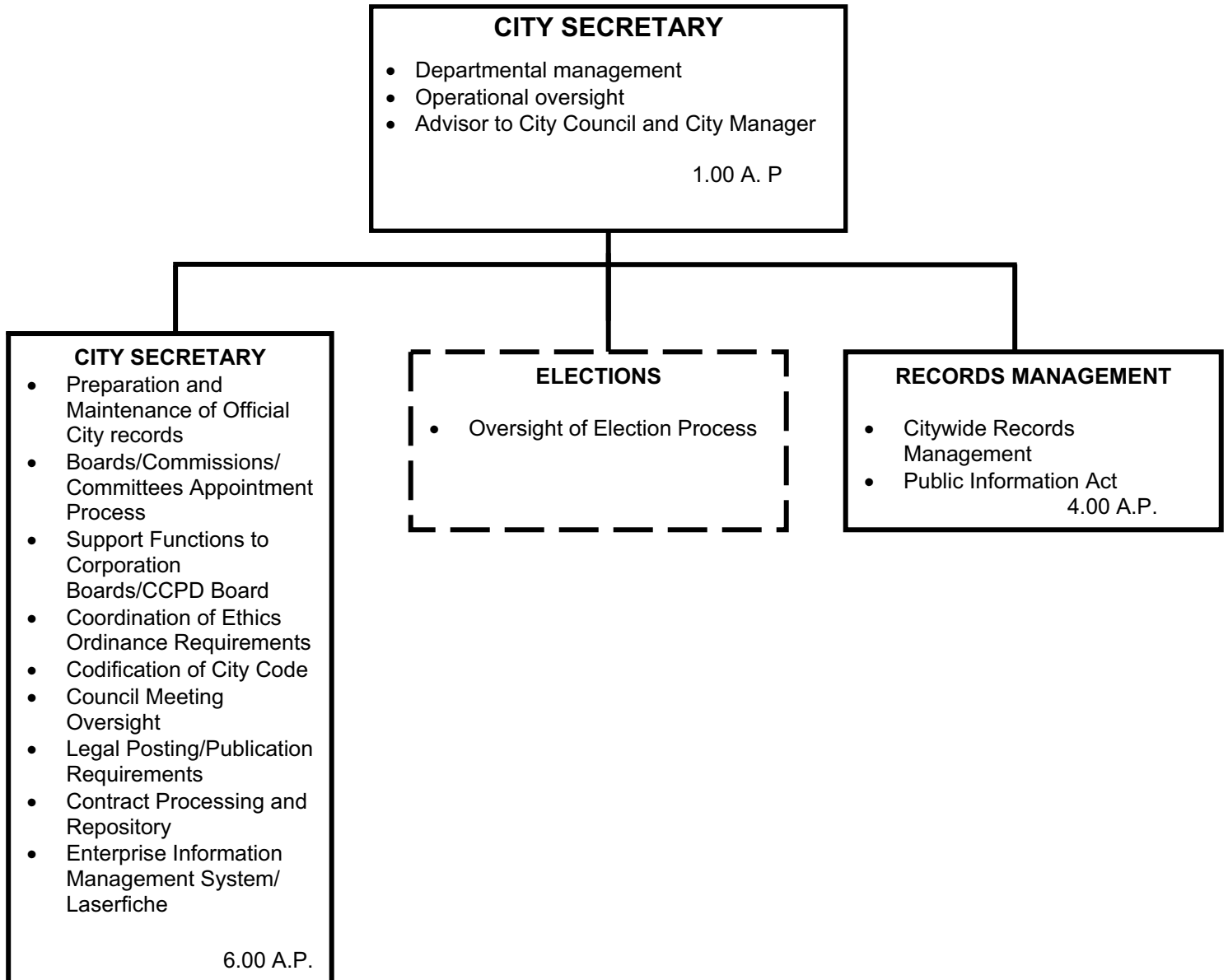
SUMMARY OF DEPARTMENT RESPONSIBILITIES:

The City Secretary, appointed by the City Council, is responsible for the supervision of the City Secretary's Office including the Records and Information Management Division. The City Secretary's Office serves as a coordinator for the City Council meetings, records and maintains all of the official City Council minutes. The Department also coordinates the City Council's boards and commissions appointment process and maintains the records relating to these appointments. The City Secretary serves as the Election Administrator for all City-held elections. The City Secretary's Office also coordinates the Public Official Ethics Ordinance and serves as the official repository for associated document filings and campaign filings. The Department is responsible for the publication of official legal notice requirements; for the posting of all official meeting notice requirements and the update and distribution of the City's Code of Ordinances. The Department provides support services to various corporation boards, including the Crime Control and Prevention District Board.

The Department serves as a central repository for a wide variety of official municipal records, contracts and other information, and the staff performs research and responds to requests for information from the City Council, City staff and citizens. The Records and Information Management Division facilitates and advises the creation, maintenance, retention, access and disposition of all City records; and coordinates distribution and response to public information requests.

Allocations	Actual FY2012	Adopted FY2013	Proposed Budget FY2014	Adopted Budget FY2014
Personnel Services	\$ 815,239	\$ 864,339	\$ 886,012	
Supplies	28,801	17,397	17,397	
Contractual	188,795	201,004	206,433	
Capital Outlay	0	0	0	
Total Expenditures	\$ 1,032,835	\$ 1,082,740	\$ 1,109,842	
Authorized Positions	11.50	11.50	11.00	

## CITY SECRETARY'S OFFICE – 11.00 A.P.



**DEPARTMENTAL BUDGET SUMMARY**

DEPARTMENT:

CODE COMPLIANCE

FUND/CENTER

GG01/0231010:0239004

SUMMARY OF DEPARTMENT RESPONSIBILITIES:

The Code Compliance Department’s mission is to preserve and enhance public health, welfare and safety through services that focus on education, prevention, compliance and community partnerships. This mission is accomplished through three divisions: Code Enforcement, Health Services and Solid Waste Services.

The Code Enforcement Division includes the following sections: Neighborhood Investigations, Neighborhood Stability, and Building Standards. Neighborhood Investigations provides neighborhood code enforcement including investigating citizen complaints specific to trash and debris, junk and abandoned vehicles, zoning violations, environmental investigations and high grass and weeds. Neighborhood Stability includes the Environmental Investigation Unit charged with investigating illegal dumping and commercial waste and the Special Projects Unit charged with facilitating the Code Ranger Program and community service activities. Building Standards investigates sub-standard housing issues, facilitates the activities of the Building Standards Commission, performs multi-family housing inspections and coordinates structural demolitions.

The Health Services Division includes the following sections: Animal Care and Control, Consumer Health and Administration. Animal Care and Control provides field responses for stray animals, wildlife, animal cruelty complaints and bite investigations. It also provides care and a safe environment for sheltered animals as well as facilitating animal adoptions at the Shelter or at two satellite adoption centers located at local PetSmart stores. Additionally, the Department’s spay/neuter clinic is administered through this Division. Consumer Health permits and performs health inspections for food establishments, public swimming pools/spas, day care centers and hotel/motels. Additional responsibilities include plan reviews, food handler training and investigating complaints specific to permitted facilities. Administration provides department management, fiscal and human resources administration, billing, collection and dispute resolution services.

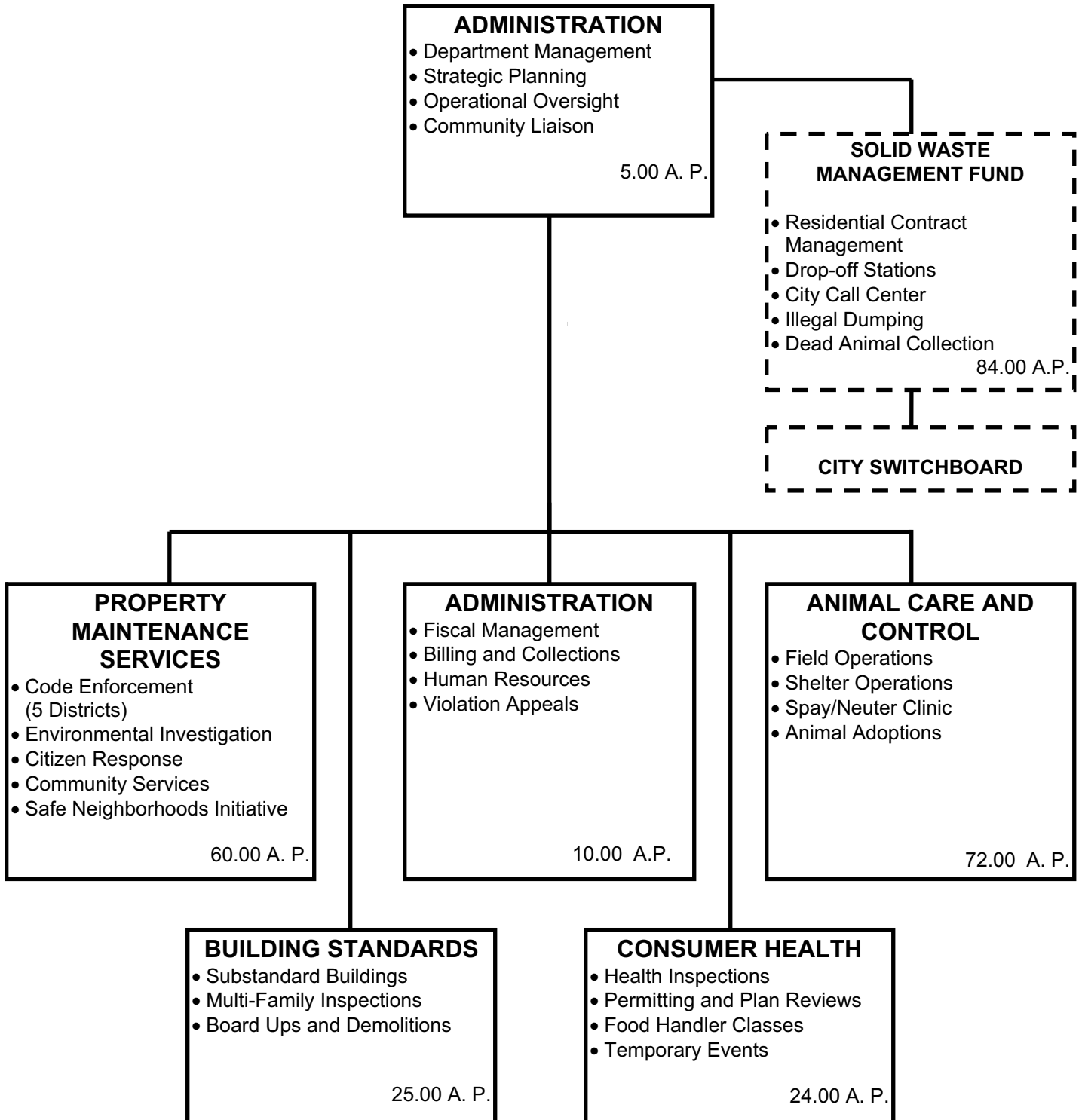
The Solid Waste Services Division is also overseen by the Department. Details regarding the Solid Waste Services Division including the City Call Center are in the Solid Waste Fund section of the budget.

Allocations	Actual FY2012	Adopted FY2013	Proposed Budget FY2014	Adopted Budget FY2014
Personnel Services	\$ 12,694,426	\$ 12,584,120	\$ 12,364,770	
Supplies	1,141,702	1,287,919	1,301,173	
Contractual	2,798,336	3,309,611	2,980,325	
Capital Outlay	515,872	388,499	40,000	
Total Expenditures	\$ 17,150,336	\$ 17,570,149	\$ 16,686,268	
Authorized Positions	196.00	206.00	196.00	

**CODE COMPLIANCE - 280.00 A.P.**

**GENERAL FUND – 196.00 A.P.**

**SOLID WASTE FUND – 84.00 A.P.**



## DEPARTMENTAL BUDGET SUMMARY

**DEPARTMENT:**

FINANCIAL MANAGEMENT SERVICES

**FUND/CENTER**

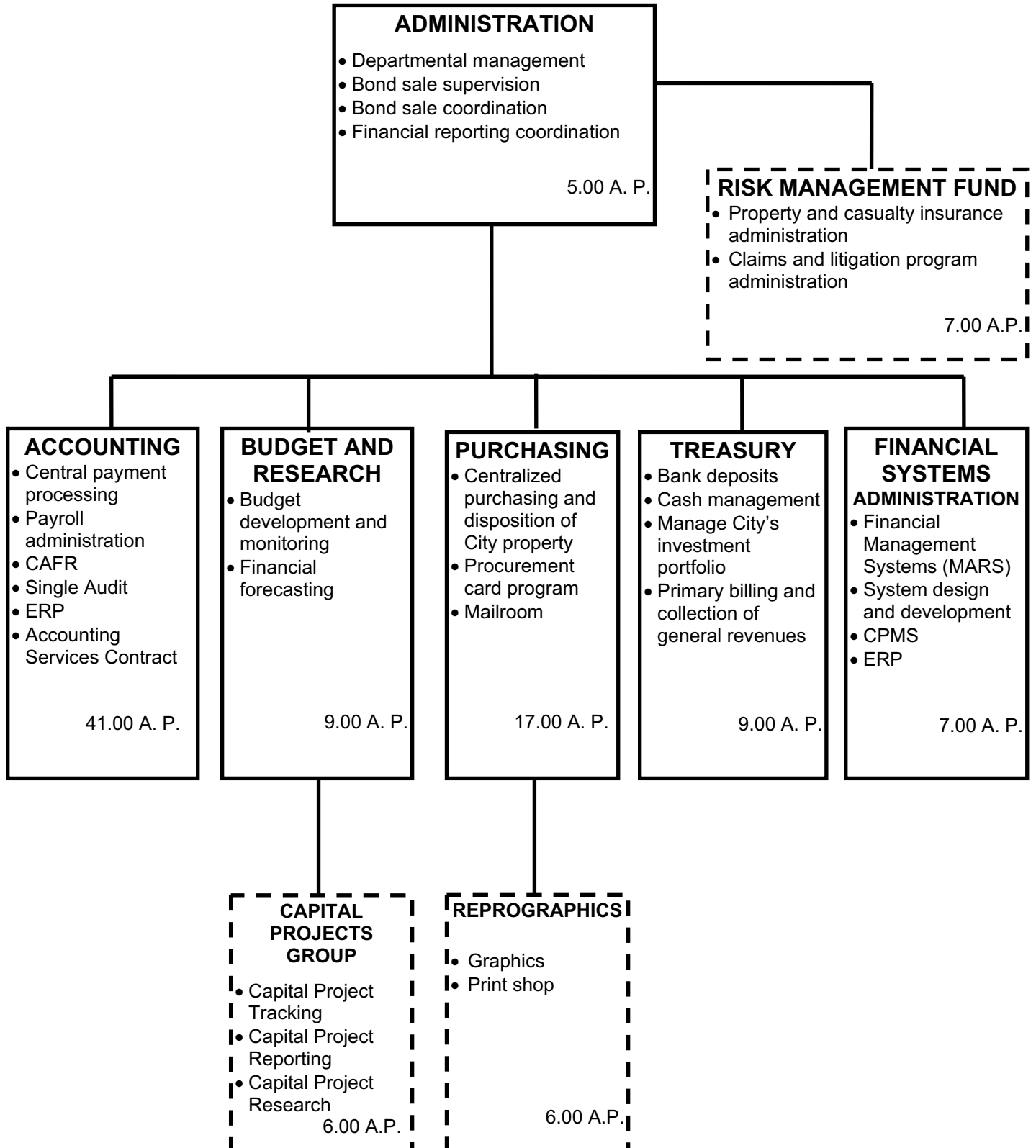
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**SUMMARY OF DEPARTMENT RESPONSIBILITIES:**

The Financial Management Services Department has general responsibility for the financial administration of the City. These duties are performed by the following divisions: Administration, Accounting, Budget and Research, Capital Projects, Purchasing, Financial Systems Administration, Treasury and Mailroom. The Financial Management Services Department also manages Reprographics, an Internal Service Fund; and Risk Management, a Special Fund.

The Administration Division is responsible for providing overall planning and control to the other elements of the Department. The Accounting Division maintains the general ledger, payroll, accounts payable, grant accounting, Fixed Assets Inventory Tracking System (FATS), and certain accounts receivable for the City in an accounting system conforming to City Charter requirements and to established municipal accounting principles. It also prepares the City's annual Comprehensive Annual Financial Report (CAFR). The Purchasing Division provides centralized purchasing for all City departments and disposes of obsolete or surplus materials/equipment and confiscated property. The mailroom provides mail services for all City departments. The Financial Systems Division is responsible for technical innovation and the ongoing maintenance of the financial management systems. The Treasury Division manages the City's investment and debt portfolios and is responsible for primary billing, collection of general revenue, bank deposits and cash management. The Budget and Research Division is responsible for coordinating, establishing and monitoring city budgetary revenues and expenses, city wide tracking and reporting of the Capital Improvement Program (CIP), providing capital projects research and policy development; as well as performing management studies including five-year forecasting, and research and organizational analysis. During FY2014, the Mailroom moved from the Office Services Fund to the Financial Management Services Fund. The receipt and distribution of all outgoing and incoming mail is the responsibility of the Mailroom. Mailroom employees deliver and pick up mail at remote City facilities and operate the equipment that folds invoices and places them, along with return envelopes, newsletters and any other inserts into envelopes that are then processed and mailed.

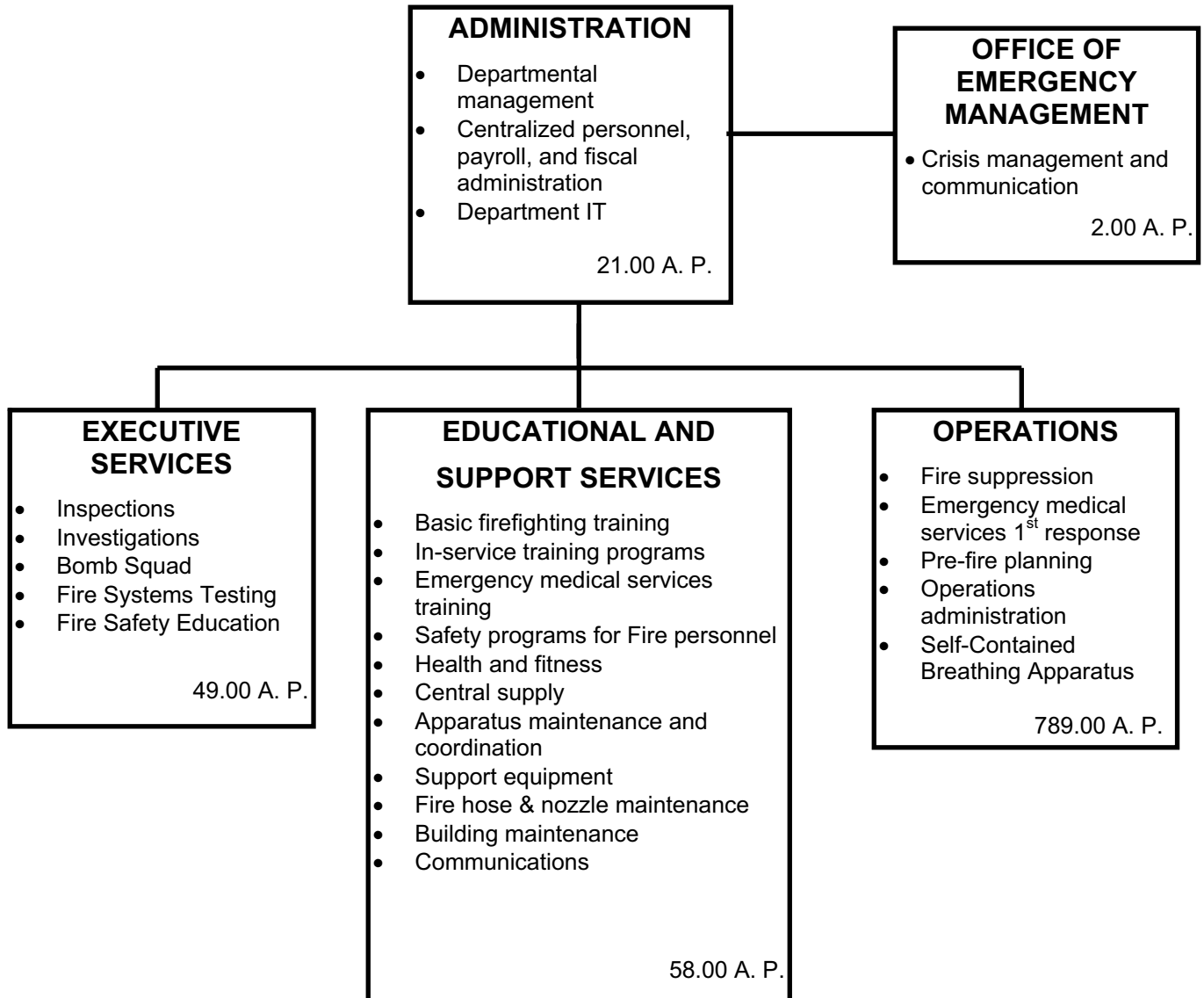
<b>Allocations</b>	<b>Actual FY2012</b>	<b>Adopted FY2013</b>	<b>Proposed Budget FY2014</b>	<b>Adopted Budget FY2014</b>
<b>Personnel Services</b>	\$ 5,188,511	\$ 5,096,350	\$ 6,091,172	
<b>Supplies</b>	89,359	76,352	100,514	
<b>Contractual</b>	2,358,670	2,092,791	2,039,631	
<b>Capital Outlay</b>	0	0	0	
<b>Debt Service</b>	0	0	0	
<b>Total Expenditures</b>	\$ 7,636,540	\$ 7,265,493	\$ 8,231,317	
<b>Authorized Positions</b>	72.00	72.00	88.00	

**FINANCIAL MANAGEMENT SERVICES – 107.00 A.P.****GENERAL FUND – 88.00 A.P.****RISK MANAGEMENT FUND— 7.00 A.P.****OFFICE SERVICES FUND— 6.00 A.P.****CAPITAL PROJECTS GROUP— 6.00 A.P.**



**DEPARTMENTAL BUDGET SUMMARY**

DEPARTMENT: FIRE		FUND/CENTER GG01/0361000:0368050		
SUMMARY OF DEPARTMENT RESPONSIBILITIES:				
<p>The Fire Department provides protection of life and property from fire, first response for emergency medical service, programs of fire safety and prevention, arson and fire cause investigations, and dispatching of fire apparatus and personnel to fire scenes and other emergencies. The Department is also responsible for the development and implementation of plans for the protection of life and property, thereby minimizing the effects of a potential disaster. The Department is organized into five major sections: Administration, Executive Services, Operations, Educational &amp; Support Services and the Office of Emergency Management.</p> <p>The Administration Section administers the fiscal responsibilities of budget, payroll, revenue and purchasing along with the information technology needs of the Department.</p> <p>The Executive Services Section oversees Arson/Bomb, Investigations, Inspections, and Fire Safety Education programs.</p> <p>The Operations Division, which employs the majority of the department personnel, conducts daily emergency response activities as well as specialized responses and maintenance of self-contained breathing apparatus (SCBA) equipment. The function of some aspects of facility maintenance is an additional responsibility of Operations.</p> <p>The Educational and Support Services Division performs initial training for new firefighters, as well as continuing education and health and wellness programs for all personnel. The Department's vehicle and firefighting apparatus fleet, along with the storage and distribution of operating supplies such as fire hose and ladder equipment, is a responsibility of this Division. The dispatch and alarm services function is under Educational and Support Services as well.</p> <p>The Office of Emergency Management is responsible for preparing, protecting, and serving the community through disaster education, prevention, preparedness and response.</p>				
Allocations	Actual FY2012	Adopted FY2013	Proposed Budget FY2014	Adopted Budget FY2014
Personnel Services	\$ 104,330,479	\$ 109,180,203	\$ 105,674,235	
Supplies	4,073,538	3,957,958	4,232,654	
Contractual	7,873,839	7,777,983	7,889,205	
Capital Outlay	145,108	406,000	0	
Total Expenditures	\$ 116,422,964	\$ 121,322,144	\$ 117,796,094	
Authorized Positions	954.00	955.00	919.00	

**FIRE – 919.00 A.P.**

## DEPARTMENTAL BUDGET SUMMARY

DEPARTMENT:

HOUSING AND ECONOMIC DEVELOPMENT

FUND/CENTER

GG01/0171000:0178000

SUMMARY OF DEPARTMENT RESPONSIBILITIES:

The Housing and Economic Development Department develops and administers programs that promote a strong economy and enhance the quality of life by providing sustainable housing and economic development programs throughout Fort Worth.

The Housing and Economic Development Department implements a number of programs to achieve its goals:

The Economic and Business Development Division provides programs for business recruitment and retention activities and international economic development. Additionally, this Division provides assistance to small and medium-sized businesses focused on increasing direct awards and City procurement dollars to Minority Business Enterprise (MBE)/Small Business Enterprise (SBE) firms through training and support programs.

The Housing and Community Development Division coordinates redevelopment projects/plans and administers the Neighborhood Empowerment Zone program, grant-funded and non-grant-funded economic and community development projects, and manages City-owned and tax-foreclosed properties. This Division also coordinates the Priority Repair and Lead Safe programs.

The Administration and Loan Services Division oversees the Department's budget, payroll and human resources functions, administers down-payment assistance programs, and performs loan intake/servicing functions for homebuyer down-payment assistance/rehabilitation programs.

The Directions Home Division (the homelessness program) is the City's 10-year plan to end homelessness and works toward making chronic and persistent homelessness non-existent in the City of Fort Worth.

Allocations	Actual FY2012	Adopted FY2013	Proposed Budget FY2014	Adopted Budget FY2014
Personnel Services	\$ 1,634,921	\$ 1,862,389	\$ 1,673,829	
Supplies	27,191	22,832	22,975	
Contractual	3,557,277	3,244,377	3,259,788	
Capital Outlay	0	0	0	
Total Expenditures	\$ 5,219,389	\$ 5,129,598	\$ 4,956,592	
Authorized Positions	19.90	19.90	17.90	

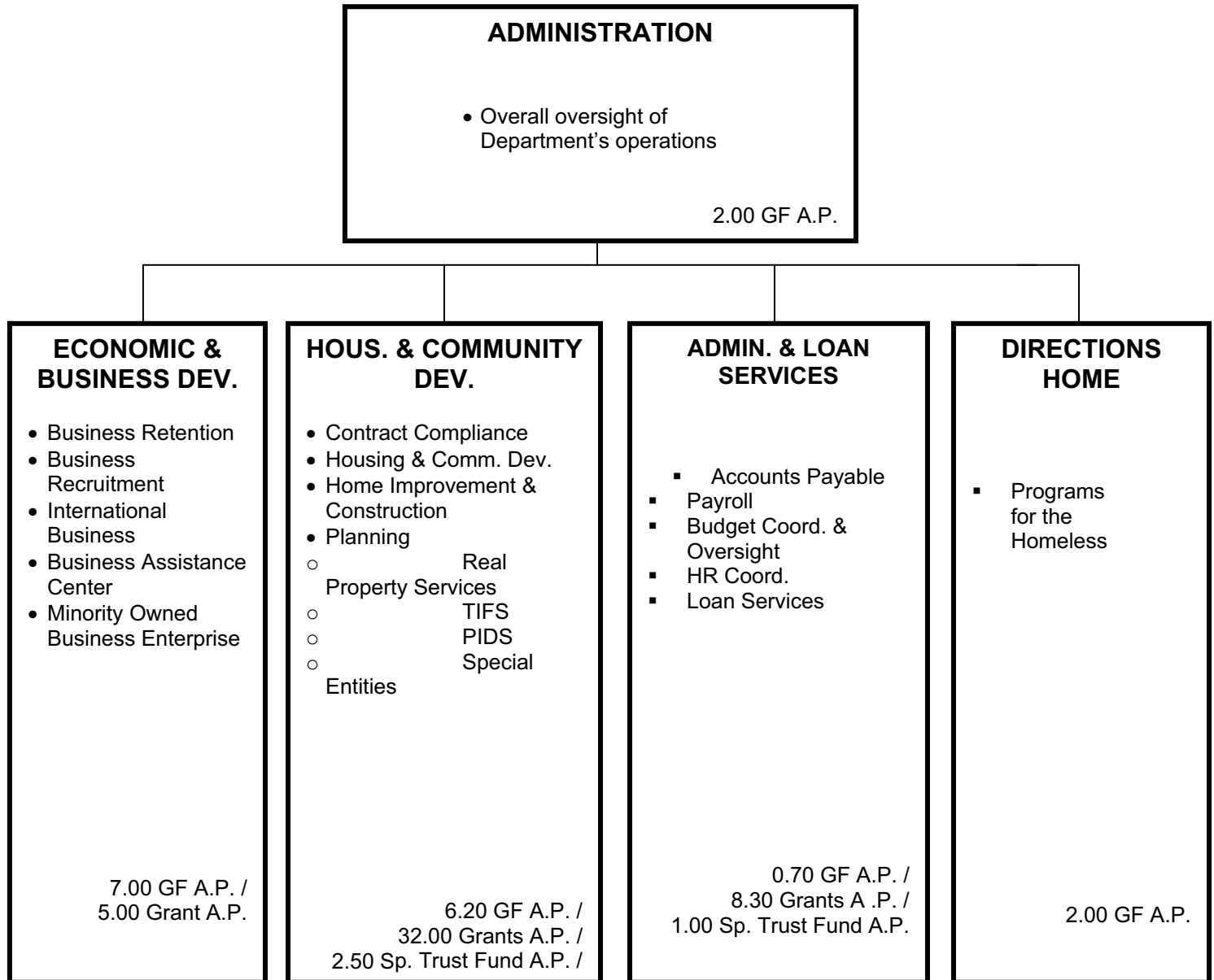
## HOUSING & ECONOMIC DEVELOPMENT – 68.00 A.P.

**GENERAL FUND 17.90 A.P.**

**GRANTS FUND 45.30 A.P.**

**SPECIAL TRUST FUND/TIF/PID ADMINISTRATION 3.50 A.P.**

**HOUSING FINANCE CORPORATION 1.30 A.P.**



**HOUSING AND ECONOMIC DEVELOPMENT DEPARTMENT  
DEPARTMENTAL BUDGET SUMMARY**

**GRANT FUNDING**

**GENERAL INFORMATION:**

The Community Development Block Grant (CDBG) is an entitlement grant authorized by the Housing and Community Development Act of 1974, as amended. Its purpose is to develop viable urban communities by providing quality housing, a suitable living environment and expanding economic opportunities, principally for persons of low and very low-income. The U.S. Department of Housing and Urban Development (HUD) is the source agency for this entitlement funding. CDBG funds the following: priority repairs program, the Cowtown Brush-Up exterior paint program and public services. Public services include childcare and after school programs, facility projects such as park improvements and infrastructure and economic developments.

The HOME Investment Partnership Program (HOME) is an entitlement grant designed to be a partnership among the federal government, local government and those in the for-profit and non-profit sectors who build, own, manage, finance or support low-income housing initiatives. The HOME program mandates the participation of non-profit developers, sponsors and owners. HUD is the source agency for this entitlement grant funding. HOME funds the following: Homebuyer's Assistance Program, Community Housing Development Organization (CHDO) Programs and development of multi-family and single-family homes.

The Emergency Solutions Grant (HESG) is an entitlement grant designed to help increase the services of emergency shelters and transitional housing facilities for homeless individuals and families, provide essential services and to help prevent homelessness and regain stability of permanent rehousing. HUD is the source agency for this entitlement grant funding.

The Housing Opportunities for Persons with HIV/AIDS (HOPWA) is an entitlement grant designed to assist with all forms of housing to prevent homelessness for persons with HIV/AIDS and their families. HUD is the source agency for this entitlement grant funding.

The Lead Hazard Reduction Demonstration Grant (LHRD) is a competitive grant designed to assist units of local government in undertaking programs to identify and control lead-based paint hazards in eligible privately owned rental or owner-occupied housing. Housing is generally made lead-safe through use of interim controls, consisting of encapsulation of lead-paint surfaces and replacement of friction surfaces components that can create lead dust. HUD is the source agency for this competitive grant funding.

	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>
Balance Carried Forward	\$25,925,000	\$22,456,135	\$19,350,000
New Funds	10,218,616	9,278,851	9,413,143
<u>Expenditures/Commitments</u>	<u>(13,687,481)</u>	<u>(12,384,986)</u>	<u>(28,763,143)</u>
Balance Remaining	\$22,456,135	\$19,350,000	\$0
Approved Positions	53.30	46.80	46.30

**HOUSING AND ECONOMIC DEVELOPMENT DEPARTMENT  
DEPARTMENTAL BUDGET SUMMARY**

**OTHER FUNDING**

**GENERAL INFORMATION:**

The Fort Worth Housing Finance Corporation (FWHFC) was incorporated under the Texas Housing Finance Corporations Act in 1986 as a public nonprofit corporation to provide for efficient and well-planned urban growth and development and to assist low and moderate income persons in acquiring and owning quality, affordable and accessible housing. The original Articles of Incorporation were amended in 1996, expanding its role to undertake the acquisition of land, development and the construction of new housing. The FWHFC Board of Directors is comprised of active City Council members and the activities of the corporation are administered by the Housing and Economic Development Department.

A number of programs and activities benefiting low and moderate income families and communities are administered by the FWHFC, including land banking, the Infill Housing Program and the Fort Worth Housing Trust Fund. General Funds are utilized to leverage federal HOME grant funds and Community Development Block Grant Funds (CDBG). The General Funds help address populations and uses that federal grant funds are unable to address, including households earning between 81% and 120% Area Medium Income (AMI) to achieve mixed-income objectives.

Hilton parking revenue comes from an underground parking garage located across the street from the Hilton Hotel, (formerly Radisson Hotel) that was completed in September, 1981. The garage was funded by an Urban Development Action Grant (UDAG) from HUD. The garage is under a 50-year lease until 2031, which, 18 years remain to the owners of the Hilton Hotel. The Hotel operates the parking garage and pays the City approximately \$95,670 in rent each year. This revenue can be used for any CDBG eligible activity.

Rental Rehabilitation Program Income (RRPI) is generated from loan repayments from owners previously assisted through the Rental Rehabilitation Block Grant (RRBG) program

	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>
Balance Carried Forward	\$8,581,163	\$8,527,775	\$8,752,457
New Funds	1,529,028	414,984	440,476
<u>Expenditures/Commitments</u>	<u>(1,434,576)</u>	<u>( 190,302)</u>	<u>(9,192,933)</u>
Balance Remaining	\$8,527,775	\$8,752,457	\$0
Approved Positions	N/A	N/A	N/A

**HOUSING AND ECONOMIC DEVELOPMENT DEPARTMENT BUDGET**  
**October 1, 2013 to September 30, 2014**  
**BUDGET OVERVIEW**

**FUNDING SOURCES**

	<b><u>Carryover Balance</u></b>	<b><u>Allocation This Period</u></b>	<b><u>Total Available</u></b>
<b><u>General Fund</u></b>		\$4,956,592	\$4,956,592
<b><u>Grant Funds</u></b>			
Community Development Block Grant (CDBG) (06/01/95 - until expended including PI)	\$6,000,000	\$6,079,622	\$12,079,622
HOME Funds (06/01/03 - until expended including PI)	10,000,000	1,996,541	11,996,541
Emergency Solutions Grant (HESG) (10/01/2013 - 09/30/2015 )	300,000	425,325	725,325
HOPWA Grant (HOPWA) (10/01/2013 - 09/30/2016)	550,000	911,655	1,461,655
Lead Hazard Reduction Demonstration (LHRD) Grant (06/01/12 - 05/31/2015)	2,500,000	-	2,500,000
	<b>\$19,350,000</b>	<b>\$9,413,143</b>	<b>\$28,763,143</b>
<b><u>Other Funds</u></b>			
Housing Finance Corporation (HFC)	\$7,506,457	\$344,806	\$7,851,263
Rental Rehabilitation Program Income	635,000	-	\$635,000
Hilton Parking Revenues	611,000	95,670	\$706,670
	<b>\$8,752,457</b>	<b>\$440,476</b>	<b>\$9,192,933</b>
<b>Total Other Funds</b>			
<b>TOTAL ALL FUNDING SOURCES</b>	<b>\$28,102,457</b>	<b>\$14,810,211</b>	<b>\$42,912,668</b>

**EXPENDITURES**

Administrative Costs	
Personnel	\$4,344,499
Supplies	83,266
Contractual	3,639,746
Capital	0
<b>Total Administrative Costs</b>	<b>\$8,067,511</b>
Program Costs	<b>\$34,845,157</b>
<b>TOTAL EXPENDITURES</b>	<b>\$42,912,668</b>

**APPROVED POSITIONS**

68.00

**FORT WORTH**





**DEPARTMENTAL BUDGET SUMMARY**

DEPARTMENT:
HUMAN RESOURCES

FUND/CENTER
GG01/0141000:0146000

SUMMARY OF DEPARTMENT RESPONSIBILITIES:

The Human Resources Department administers the City's compensation and fringe benefits program, prepares and revises job classifications, maintains employee records, and administers the Workers' Compensation, Group Health and Life Insurance and Unemployment Compensation Funds. Other departmental functions include recruitment of a diverse applicant pool for all City positions; development and administration of valid employment selection instruments; evaluation and referral of qualified applicants to departments; maintaining employee time and labor, personnel transactions, and maintenance of all employee compensation data; employee relations, labor relations and grievance appeal process monitoring. Additionally the department oversees interpretation of and employee counseling regarding the City's personnel rules and regulations; providing personnel policy revision recommendations to the City Manager; referral of employees with substance abuse or other personal problems; development and implementation of the City's Wellness Program; Return to Work and disability hiring programs; and Civil Service recruiting, testing and disciplinary administration.

Allocations	Actual FY2012	Adopted FY2013	Proposed Budget FY2014	Adopted Budget FY2014
Personnel Services	\$ 3,206,494	\$ 3,201,122	\$ 3,135,937	
Supplies	61,024	20,075	66,385	
Contractual	700,811	511,955	587,009	
Capital Outlay	0	0	0	
Total Expenditures	\$ 3,968,329	\$ 3,733,152	\$ 3,789,331	
Authorized Positions	34.25	34.25	34.65	

**HUMAN RESOURCES – 54.00 A.P.**

General Fund 34.65 A.P.

GROUP HEALTH 9.95 A.P.

WORKER'S COMPENSATION 7.75 A.P.

TEMPORARY LABOR 1.50 A.P.

UNEMPLOYMENT COMPENSATION 0.15 A.P.

**HUMAN RESOURCES  
ADMINISTRATION**

5.00 A. P.

**BENEFITS /  
INSURANCE**

- Employee Benefits and Group health and life insurance administration

0.80 A. P.

**GROUP HEALTH  
FUND**

6.95 A.P.

**WELLNESS**

3.00 A.P.

**CLASSIFICATION  
COMPENSATION & CIVIL  
SERVICE**

- Test development, Job analysis and validation studies, Job classification
- Policy Development and Salary / compensation administration

6.00 A. P.

**HRIS / RECORDS**

- Employment records and information; Employment verification and Personnel/ payroll processing

9.00 A.P.

**OCCUPATIONAL HEALTH  
AND SAFETY**

- Safety training, Workers' Compensation administration, General risk management
- Occupational health services
- ADA Administration and Return to Work Program

0.50 A. P.

**WORKERS'  
COMPENSATION FUND**

7.75 A.P.

**LABOR  
RELATIONS**

- Meet & Confer
- Collective Bargaining

1.00 A.P.

**TRAINING  
SERVICES**

- Supervisory and Management training
- Development and trainings for employees

3.00 A.P.

**EMPLOYEE  
RELATIONS**

- Employees Relations
- Unemployment Compensation

2.85 A.P.

**UNEMPLOYMENT  
COMPENSATION**

0.15 A.P.

**STAFFING SERVICES**

- Recruitment
- Applicant Tracking & Referral

6.50 A.P.

**TEMPORARY LABOR  
FUND**

1.50 A.P.

## DEPARTMENTAL BUDGET SUMMARY

DEPARTMENT:

LIBRARY

FUND/CENTER

GG01/0841000:0844002

SUMMARY OF DEPARTMENT RESPONSIBILITIES:

The Fort Worth Library welcomes and supports all people in their enjoyment of reading and recreational materials and their pursuit of learning and information. The Department is divided into two divisions.

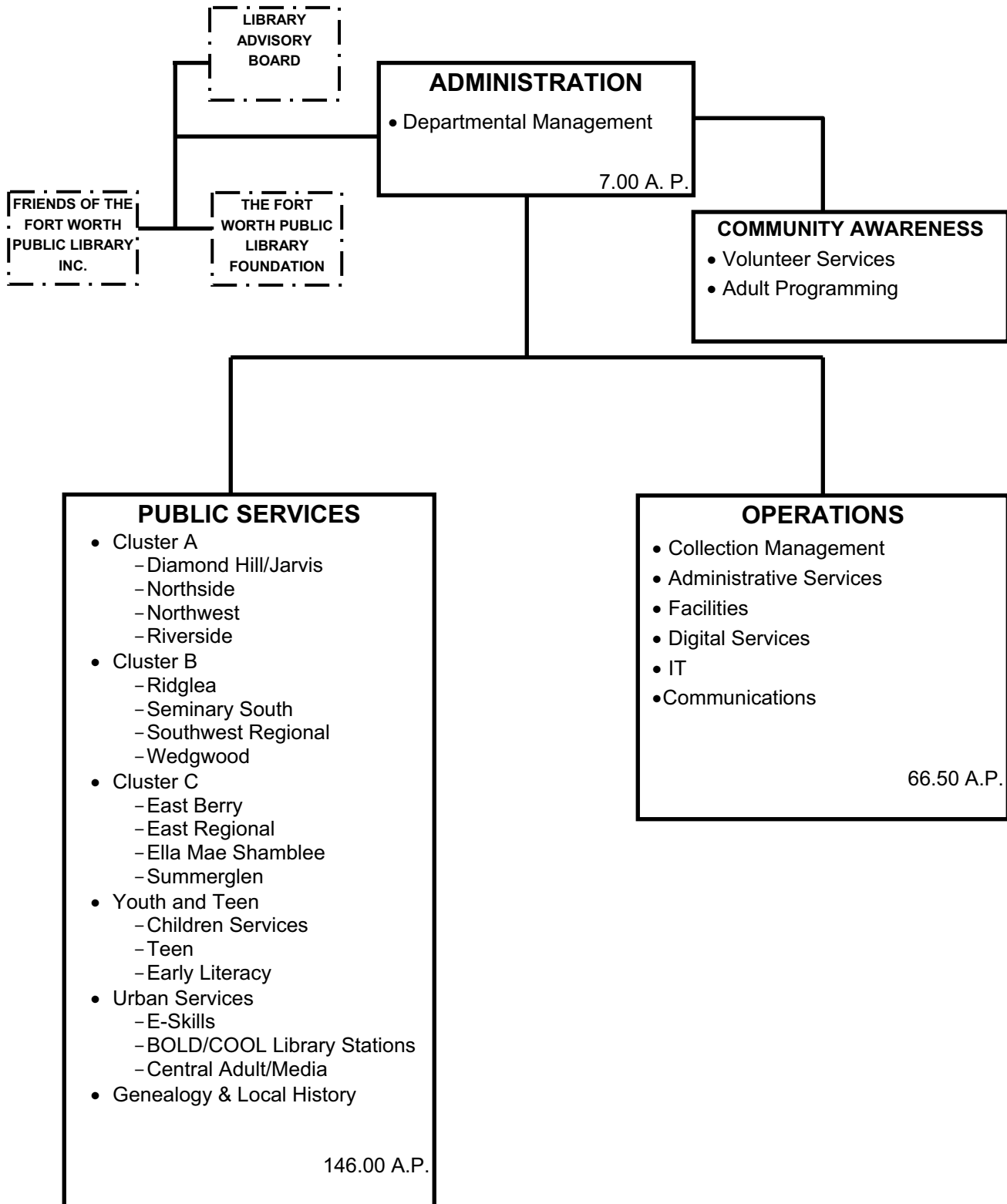
The Public Services Division is comprised of the Central Library, 13 branches and two satellite facilities. This Division is the first point of contact for residents. Dedicated staff help residents of all ages use library resources including public computers, internet resources, reading materials, public meeting rooms and e-resources. The Division offers classes and programs to enrich and inform lives.

Special emphasis is focused on targeted services. Youth/Teen Services engage teens and children in activities that accelerate learning and provides recreational options. Early literacy is supported through the Early Childhood Matters programs that help families learn how to develop their children so they are ready for kindergarten. Through eSkills, job searching skills are provided to support the economic vitality of the City. The Central Library maintains municipal archives and special collections and is a cultural attraction for Fort Worth.

The Operations Division provides the structure and systems needed to maintain library services. The division consists of six operational units: Administrative Services, Collection Management, Communications, Digital Services, Facilities Management and Information Technology. Each has a unique responsibility to support the system-wide delivery of library services.

Allocations	Actual FY2012	Adopted FY2013	Proposed Budget FY2014	Adopted Budget FY2014
Personnel Services	\$ 12,609,047	\$ 12,289,442	\$ 12,693,798	
Supplies	3,534,611	2,971,564	3,189,444	
Contractual	2,894,924	3,206,736	3,128,776	
Capital Outlay	294,532	48,500	0	
Total Expenditures	\$ 19,333,114	\$ 18,516,242	\$ 19,012,018	
Authorized Positions	230.00	219.50	219.50	

## LIBRARY – 219.50 A.P.



**LIBRARY  
DEPARTMENTAL BUDGET SUMMARY**

**OTHER FUNDING**

**GENERAL INFORMATION:**

The Library Cooperation Grant Program is an annual competitive grant program that helps Texas libraries fund corroborative projects. Worth Reading - Year Round Reading Program, Texas State Library and Archives Commission grant supports a new Fort Worth Library literacy initiative that was unveiled on December 13, 2012, Worth Reading (#wr365). A summer reading program has long served our community in the promotion of the Library's Mission—to welcome and support all people in their enjoyment of reading and recreational materials. The Fort Worth Library is doing something out-of-the-box for the Fort Worth community, generating a new enthusiasm among residents, enticing new readers, improving the literacy rate within the city as well as our workforce, and highlighting the various cultural opportunities within the city and surrounding area. A year-round reading program, Worth Reading (#wr365), provides a great opportunity for the City of Fort Worth to partner with the Fort Worth Independent School District, and others in the Fort Worth community, to participate in the design, promotion and implementation of a greatly expanded Summer Reading Challenge for all ages, with a broader focus, value-added programs, and long-term objectives. Worth Reading (#wr365) hopes to boost literacy rates, decrease school drop-out rates and improve academic achievement by encouraging students to read every day. It will also encourage people of all ages to be lifelong readers and show how reading is tied to activities of everyday life.

This grant is for the State Fiscal Year of September 1, 2013 through August 31, 2014. This is the first year the Fort Worth Library has received this grant.

	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>
New Funds	N/A	N/A	\$75,000
Approved Grant Positions	0	0	0

**FORT WORTH**



**LIBRARY  
BUDGET OVERVIEW  
FOR THE PERIOD  
SEPTEMBER 1, 2013 - AUGUST 31, 2014**

**GRANT FUNDS**

Texas State Library and Archives Commission	<u>\$75,000</u>
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<b>TOTAL ALL FUNDING SOURCES:</b>	<u>\$75,000</u>
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<b>TOTAL APPROVED GRANT POSITIONS:</b>	0.00
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Worth Reading - Year Round Reading Program Texas State Library and Archives Commission grant to support a new Fort Worth Library literacy initiative that was unveiled on December 13, 2012, Worth Reading (#wr365). The Fort Worth Library is doing something out-of-the-box for the Fort Worth community, generating a new enthusiasm among residents, enticing new readers, improving the literacy rate within the city as well as our workforce, and highlighting the various cultural opportunities within the city and surrounding area. This partnership project brings together libraries, schools, businesses and community organizations in a united effort to provide these educational opportunities to the Fort Worth and Tarrant County community. Activities and programs will all emphasize and integrate the value and benefits of reading in everyday life. A participation card similar to a bingo card, is picked up at any library location or partnering institution.

**FORT WORTH**





## DEPARTMENTAL BUDGET SUMMARY

**DEPARTMENT:**  
MUNICIPAL COURT

**FUND/CENTER**  
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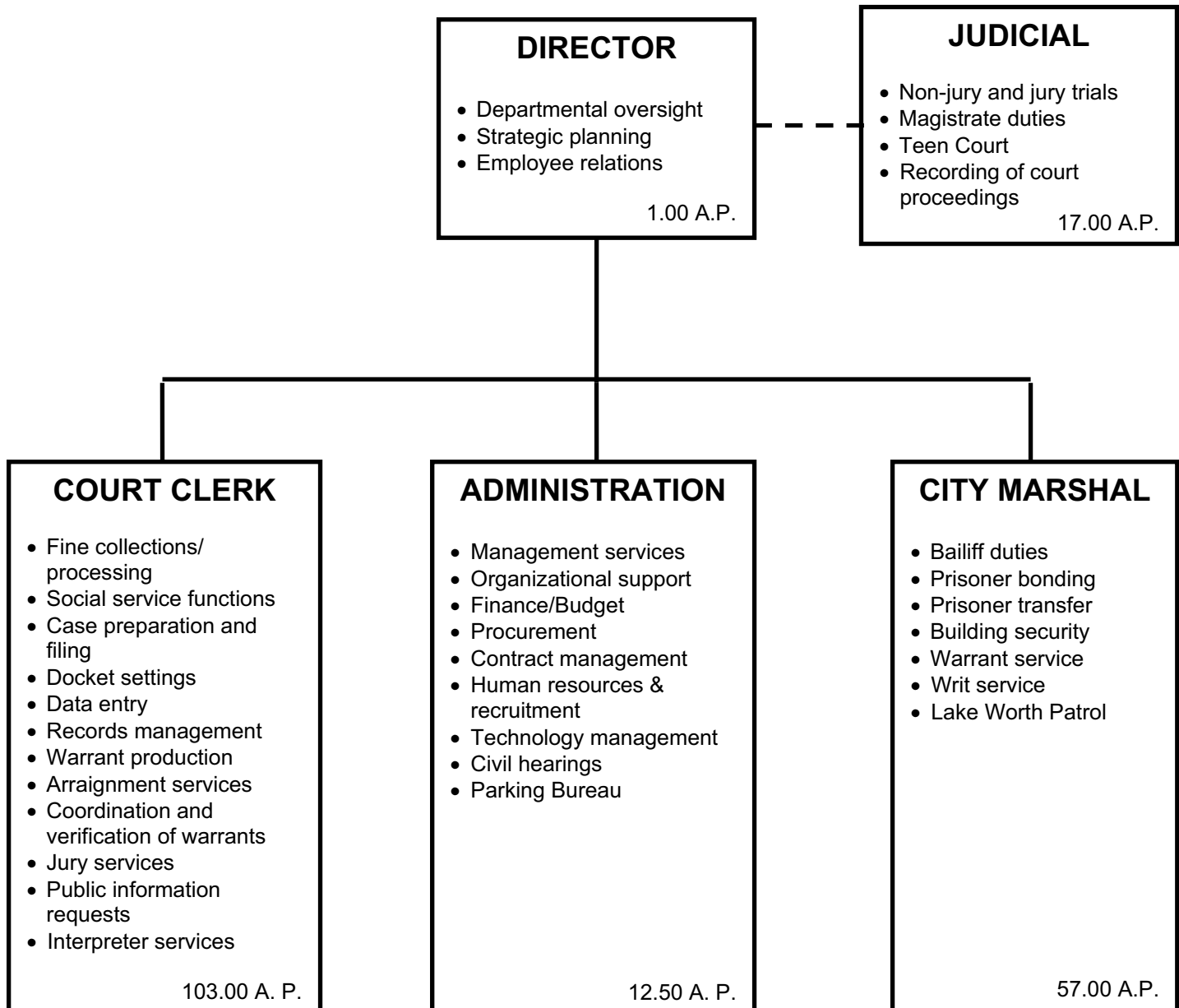
**SUMMARY OF DEPARTMENT RESPONSIBILITIES:**

Municipal Court is a Court of Record with five courtrooms located in the historic A.D. Marshall Public Safety & Courts Building, two courtrooms and full payment services at the Southwest Municipal Court, a twenty-four hour/seven day a week arraignment jail, Truancy Court and five day a week satellite payment location. These courts have jurisdiction within the City of Fort Worth's territorial limits over all Class C misdemeanor criminal cases brought under City ordinances and the Texas Penal Code. These cases are punishable by fine only. The department also processes civil parking cases filed within the territorial limits of the City of Fort Worth.

Court operations are divided into four divisions: Administration, Judicial, Court Clerk and Marshals. The Administration Division has responsibility for management of overall departmental operations and acts as the liaison with other departments and agencies. The School Attendance Court and the Arraignment Court are separate cost centers that fall under the direction of the Clerk of the Court. The Attendance Court hears truancy cases filed by the Fort Worth Independent School District (FWISD). A portion of the cost to operate this particular court is reimbursed by the FWISD.

The Judicial Division is comprised of twelve judges, including a Chief Judge and a Deputy Chief Judge. In addition, there are 10 Substitute Judges. All judges are appointed by the City Council. The Judicial Division is responsible for adjudication of jury and non-jury trials, performing magistrate duties and administering the Teen Court Program. The Court Clerk Division is responsible for filing of citations, case preparation, the setting of court dockets, fine collections, administering community service programs, warrant production, management of the City's jury system, processing civil parking citations and performing other court-related non-judicial activities. The Marshal Division is overseen by the City Marshal and is responsible for bailiff duties, prisoner transfer, building security and warrant services. The Division is also responsible for lake patrol operations at Lake Worth. The Lake Patrol Section, part of the Marshal Division, includes three Deputy City Marshals, which have responsibility for patrolling approximately 3,560 acres of the Lake Worth recreational area, the Fort Worth Nature Center & Refuge, area leased-property neighborhoods and 14 surrounding City-owned parks. This operation is currently reimbursed annually from the Lake Worth Trust Fund.

<b>Allocations</b>	<b>Actual FY2012</b>	<b>Adopted FY2013</b>	<b>Proposed Budget FY2014</b>	<b>Adopted Budget FY2014</b>
<b>Personnel Services</b>	\$ 12,702,668	\$ 12,955,252	\$ 12,638,418	
<b>Supplies</b>	454,457	452,711	443,827	
<b>Contractual</b>	3,474,316	3,371,876	3,367,973	
<b>Capital Outlay</b>	83,736	0	0	
<b>Debt Service</b>	459,000	459,000	459,000	
<b>Total Expenditures</b>	\$ 17,174,177	\$ 17,238,839	\$ 16,909,218	
<b>Authorized Positions</b>	199.50	197.50	190.50	

**MUNICIPAL COURT –190.50 A.P.**

**DEPARTMENTAL BUDGET SUMMARY****DEPARTMENT:**

NON-DEPARTMENTAL

**FUND/CENTER**

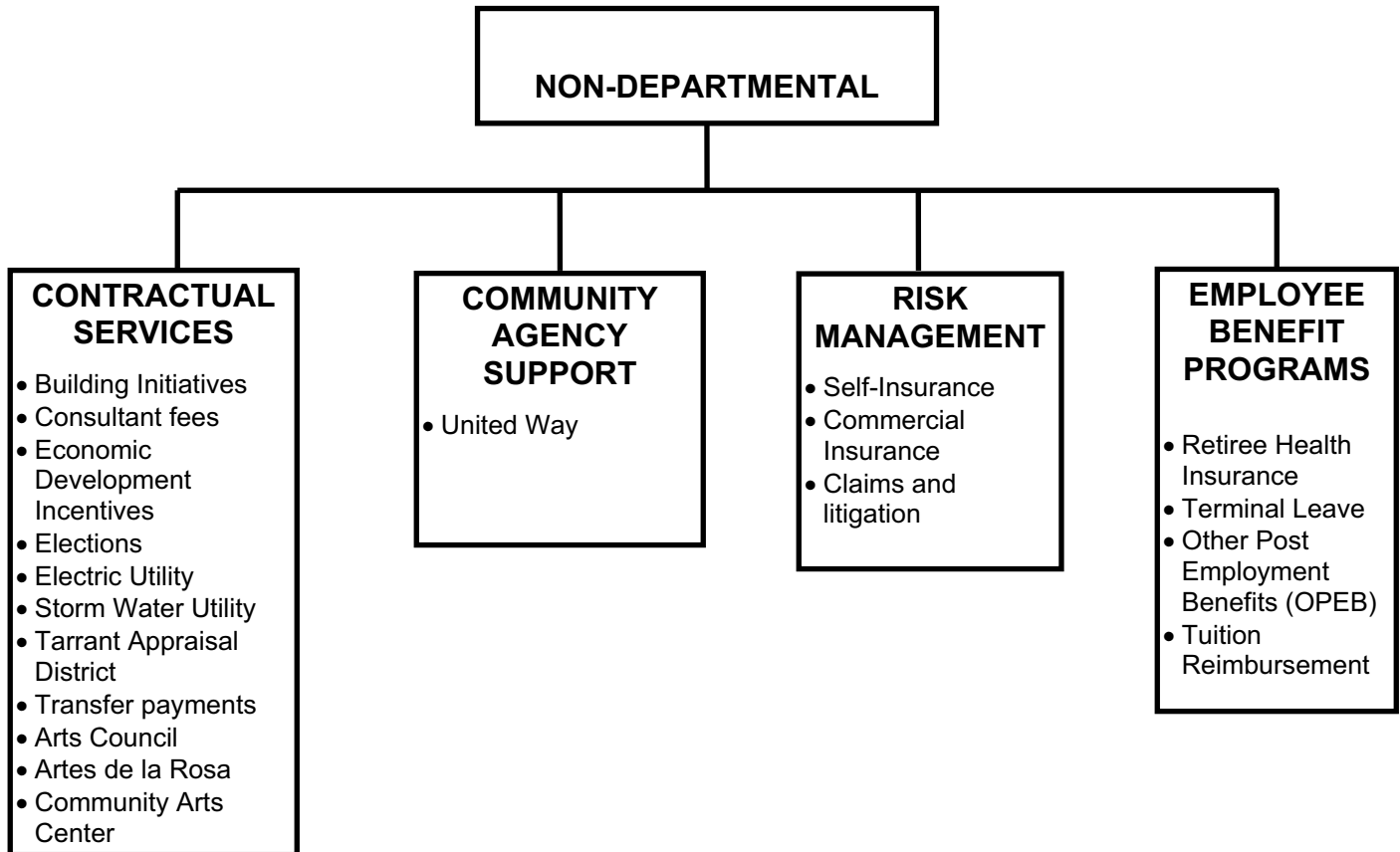
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## SUMMARY OF DEPARTMENT RESPONSIBILITIES:

Non-Departmental cost centers record all General Fund expenditure items not exclusively within the programmatic responsibilities of a General Fund department. Major Non-Departmental accounts include, but are not limited to, electric utility costs, the City's contribution to the Group Health Plan, terminal leave costs for General Fund employees, commercial insurance premium costs, Appraisal District fees, Public Art Program, Retiree Health costs, Tuition Reimbursement Program, Other Post Employment Benefits (OPEB) and non-City agencies.

<b>Allocations</b>	<b>Actual FY2012</b>	<b>Adopted FY2013</b>	<b>Proposed Budget FY2014</b>	<b>Adopted Budget FY2014</b>
<b>Personnel Services</b>	\$ 26,935,261	\$ 33,724,560	\$ 34,043,807	
<b>Supplies</b>	4,792	700	10,000	
<b>Contractual</b>	34,552,970	38,171,660	29,937,816	
<b>Capital Outlay</b>	25,480	0	0	
<b>Debt Service</b>	2,001,466	1,983,880	1,946,370	
<b>Total Expenditures</b>	\$ 63,519,969	\$ 73,880,800	\$ 65,937,993	
<b>Authorized Positions</b>	0.00	0.00	0.00	

## NON-DEPARTMENTAL - 0.00 A. P.



## NON-DEPARTMENTAL CENTER DESCRIPTIONS

DESCRIPTION	FY2013 ADOPTED BUDGET	FY2014 PROPOSED BUDGET	VARIANCE
<b>GENERAL FUND INSURANCE CONTRIBUTION</b>			
<b>SELF INSURANCE</b> Funding for the self insurance premiums, as identified by Risk Management for General Fund departments. Based on the City Manager's recommendation no allocation will take place in FY2014.	\$472,740	\$0	(\$472,740)
<b>COMMERCIAL INSURANCE</b> Funding for commercial insurance premiums on property and equipment, as identified by Risk Management for General Fund departments. The allocation is based on scheduled values and market trends. Based on the City Manager's recommendation no allocation will take place in FY2014.	\$759,335	\$0	(\$759,335)
<b>CLAIM PAYMENTS &amp; COSTS</b> Funding for claim payments and costs as determined by Risk Management for General Fund departments. The allocation is based on the number of claims to the City and the severity of those claims. Based on the City Manager's recommendation no allocation will take place in FY2014.	\$1,432,825	\$0	(\$1,432,825)
<b>RETIREE GROUP HEALTH INSURANCE CONTRIBUTION</b> Funds allocated for retiree health insurance benefits for General Fund departments as determined by the Group Health Fund in the Human Resources Department.	\$18,040,032	\$17,981,413	(\$58,619)
<b>UNEMPLOYMENT COMPENSATION</b> Funds are allocated for unemployment benefits for all General Fund departments as determined by the Unemployment Fund in the Human Resources Department.	\$509,985	\$344,487	(\$165,498)
<b>TEMPORARY INCOME BENEFIT SUPPLEMENT (TIBS)</b> Funds for the City's portion of the retirement contribution from the Worker's Compensation payments to the Temporary Income Benefits.	\$63,379	\$69,172	\$5,793
<b>FIRE RETIREE'S HEALTH BENEFIT</b> One time transfer for Fire retiree's health benefits costs as part of article 15, section 3 of the Collective Bargaining contract with Fire which requires the City to set aside \$1,600,000 for Fire retiree health benefits by August 31, 2013 and be transferred to a special benefit fund.	\$1,600,000	\$0	(\$1,600,000)

## NON-DEPARTMENTAL CENTER DESCRIPTIONS

DESCRIPTION	FY2013 ADOPTED BUDGET	FY2014 PROPOSED BUDGET	VARIANCE
<b>GENERAL FUND UTILITIES</b>			
<b>ELECTRICITY</b> Funds are allocated for electricity payments for all General Fund departments/City facilities.	\$10,600,000	\$10,049,690	(\$550,310)
<b>WELLS FARGO PAYMENTS</b> Funds allocated for the loan payment on the Energy Savings Performance Contract.	\$80,460	\$20,460	(\$60,000)
<b>STORM WATER UTILITY</b> Funds allocated for Storm Water Utility payments for General Fund departments.	\$335,405	\$402,602	\$67,197
<b>GENERAL FUND CLAIMS / LITIGATIONS</b>			
<b>CLAIMS/LITIGATION</b> Funding for the claims allocation by Risk Management for General Fund departments. Allocation is based on the number of claims to the City and the severity of those claims. Based on the City Manager's recommendation no allocation will take place in FY2014.	\$3,145,340	\$0	(\$3,145,340)
<b>TUITION REIMBURSEMENT</b>			
<b>EDUCATION (TUITION) REIMBURSEMENT</b> Funds allocated for financial assistance for college tuition through the City's Tuition Reimbursement Program for General Fund employees.	\$150,241	\$103,346	(\$46,895)
<b>OUTSIDE CONSULTANTS</b>			
<b>ASCAP &amp; BMI License Agreements</b> Funds allocated for license agreements between the City and the American Society of Composers And Producers (ASCAP) and Broadcast Music, Inc. (BMI) to provide public performance of copyrighted materials.	\$10,559	\$10,707	\$148
<b>CAFETERIA SUBSIDY</b> Funds allocated for maintenance, equipment and operational expenditure for the City Hall cafeteria.	\$5,000	\$5,000	\$0
<b>THE ETHICSPONIT</b> Funds allocated for a 24 hour hotline to reduce losses to the City from illegal or unethical activities, protect the anonymity of employees reporting concerns about illegal or unethical activities and promote ethical practices throughout the City organization.	\$2,500	\$2,500	\$0

## NON-DEPARTMENTAL CENTER DESCRIPTIONS

DESCRIPTION	FY2013 ADOPTED BUDGET	FY2014 PROPOSED BUDGET	VARIANCE
<b>CITY OF NORTHLAKE</b> Funds allocated for use of the City of Northlake's ETJ for the Texas Motor Speedway.	\$3,000	\$5,096	\$2,096
<b>MY MEDIA INFO</b> Funds allocated for providing the media daily report that gathers news from all media outlets worldwide regarding Fort Worth. Funding for this program is included in the City Manager's Office budget.	\$12,999	\$0	(\$12,999)
<b>CITIZEN SURVEY</b> Funds allocated for the annual Citizen Survey.	\$50,000	\$50,000	\$0
<b>GASB 45</b> GASB requirement for government entities that sponsor Other Post Employment Benefits (OPEB), primarily retiree healthcare, to account for benefits on an accrual basis.	\$10,458,921	\$10,458,921	\$0
<b>ECONOMIC DEVELOPMENT INCENTIVES</b> Funds allocated for economic development incentives for various organizations participating in the "380 agreements".	\$11,171,631	\$11,628,750	\$457,119
<b>TARRANT APPRAISAL DISTRICT</b>			
<b>TARRANT APPRAISAL DISTRICT</b> Funds allocated for payment to the Tarrant Appraisal District for appraisal services. Decreased based on contractual amount for appraisal services by the Tarrant Appraisal District.	\$2,271,851	\$2,296,724	\$24,873
<b>OTHER CONTRIBUTIONS</b>			
<b>ARTS COUNCIL</b> Serves the City's low-income neighborhood residents, primarily children, by providing funding for local art groups to develop and execute mentoring and participation programs in the visual and performing arts. FY2014 funding levels will be: Arts Council \$1,100,000, Community Art Center \$200,000, Sister Cities \$50,000 and Arts De La Rosa \$50,000. Out of the total amount of \$1,400,000 the Gas well and Mineral Lease trust fund will provide \$400,000.	\$799,690	\$1,400,000	\$600,310

## NON-DEPARTMENTAL CENTER DESCRIPTIONS

DESCRIPTION	FY2013 ADOPTED BUDGET	FY2014 PROPOSED BUDGET	VARIANCE
<b>UNITED WAY</b> Funds allocated for a coordinated management approach to funding community agencies. These agencies apply for CFW funding through the United Way. FY2013 funding levels are: Recovery Resource Council \$37,500; Safe Haven \$67,500; TC Youth Collaboration \$11,250; Tarrant County Youth Recovery Campus \$38,250; and the Women's Center \$56,250.	\$210,750	\$210,750	\$0
<b>BONDED DEBT SERVICE</b>			
<b>ENERGY PROJECT DEBT SERVICE</b> Funds allocated for Energy Conservation SECO Loan repayment.	\$1,903,420	\$1,925,910	\$22,490
<b>CPMS DEBT SERVICE</b> Funding for the General Fund portion of the Capital Project Management System debt service.	\$187,607	\$187,607	\$0
<b>SPECIAL TRANSFERS</b>			
<b>SALARY INCREASES</b> Funding for increase of 5% in Salary across the board for one month in FY2014 (September 2014).	\$0	\$504,018	\$504,018
<b>ELECTIONS</b> Funding for the contract with Tarrant County Elections Administration and overtime and supplies for City staff for the FY2013 various uniform County election. The City Council election is a biannual activity and the next election will be included in FY2015 budget.	\$647,200	\$20,000	(\$627,200)
<b>BOND ELECTIONS</b> Funding for the FY2014 CIP Bond Election costs associated with County charges for supporting the elections and overtime and supplies for City staff.	\$0	\$600,000	\$600,000
<b>JAMES AVENUE LEASE TRANSFER</b> Funds allocated for TPW's & ESD's new location lease payments. Starting FY2014 funding for this program will be provided by the Debt Service Fund.	\$1,432,165	\$0	(\$1,432,165)



## NON-DEPARTMENTAL CENTER DESCRIPTIONS

DESCRIPTION	FY2013 ADOPTED BUDGET	FY2014 PROPOSED BUDGET	VARIANCE
<b>RADIO COMMUNICATION SYSTEM/TOWERS</b> One-time transfer to support the radio system replacement project. The total FY2014 transfer amount to pay for the tower is \$4,747,776. The General Fund's portion of \$2,571,776 is budgeted here and CCPD Fund will fund \$2,176,000.	\$2,659,472	\$2,571,776	(\$87,696)
<b>EMPLOYEES BENEFITS</b>			
<b>LIFE INSURANCE</b> Funds allocated for Death Benefits that the City provides.	\$166,671	\$337,096	\$170,425
<b>TERMINAL LEAVE</b> Funds paid to employees upon either retirement or separation of employment.	\$4,695,622	\$4,734,968	\$39,346
<b>BUILDING/SECURITY INITIATIVES</b>			
<b>BUILDING INITIATIVES</b> Building security initiatives for City Hall, Public Safety Building and the Annex Building. Additional funding of \$15,000 for reconfiguration of the City Hall entrance check point.	<u>\$2,000</u>	<u>\$17,000</u>	<u>\$15,000</u>
	<u><b>\$73,880,800</b></u>	<u><b>\$65,937,993</b></u>	<u><b>(\$7,942,807)</b></u>

**FORT WORTH**



## DEPARTMENTAL BUDGET SUMMARY

DEPARTMENT:

PARKS AND COMMUNITY SERVICES

FUND/CENTER

GG01/0800500:0809040

SUMMARY OF DEPARTMENT RESPONSIBILITIES:

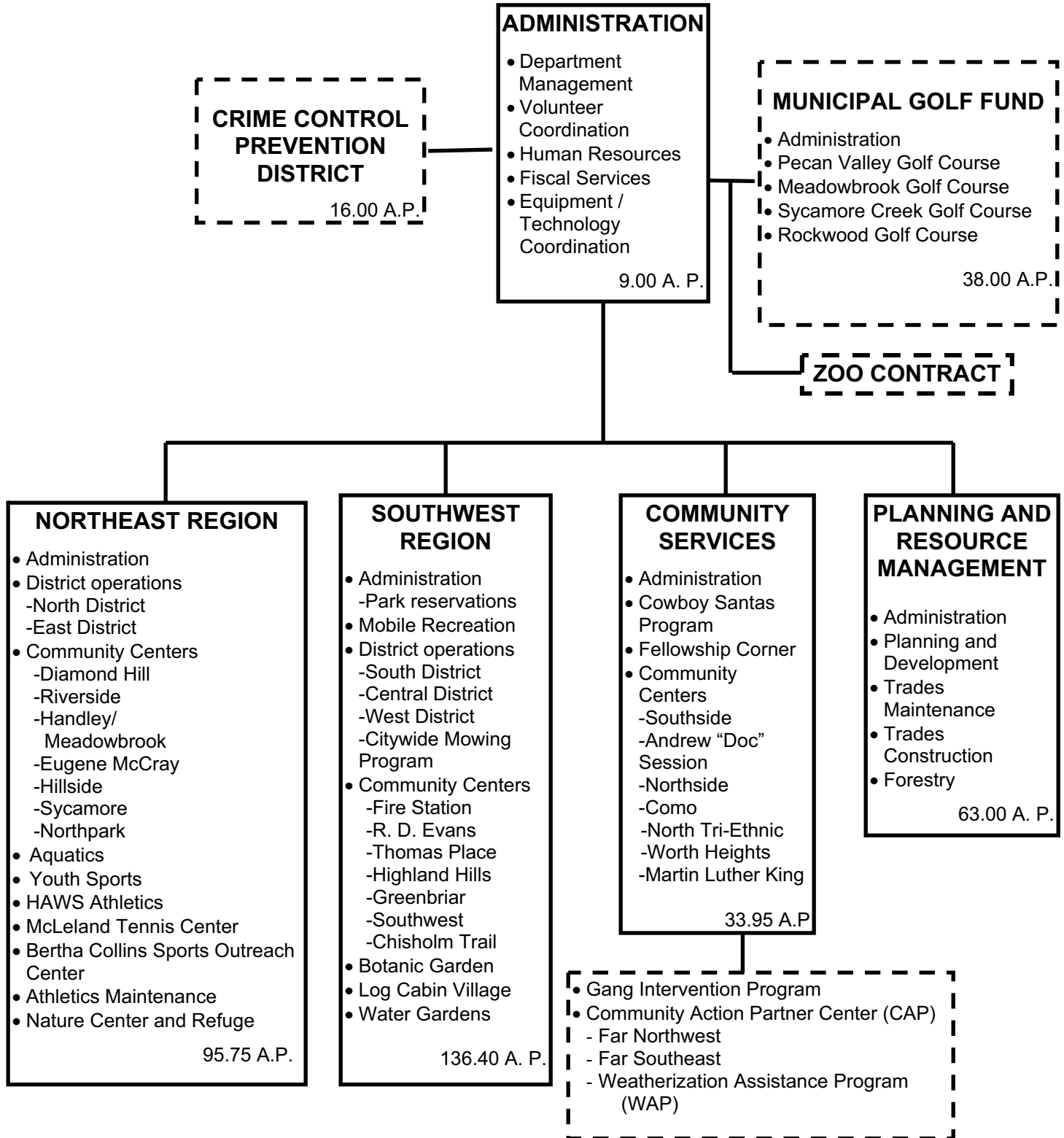
The Parks and Community Services Department is responsible for planning, designing, developing, and maintaining the City's network of parks, as well as for the planning and administration of the City's recreational and human services programs. The Department is organized into six divisions:

The Administration Division provides overall planning and direction for and administrative, fiscal and human resources support to the Department, as well as the coordination of volunteer activities, equipment coordination, and contractual oversight of the Zoo. The Zoo's daily operations are managed through a contractual arrangement with the Fort Worth Zoological Association. The Northeast Region Division includes the operation of six community centers, contractual oversight of one community center and maintenance of the park system on the City's northeast side, including contract mowing. It also includes aquatics, youth athletics, athletic programming and maintenance operations, McLeland Tennis Center and the Nature Center and Refuge. The Graffiti Abatement Program and park security/community policing is discussed in the Crime Control and Prevention District section. The Southwest Region Division includes the operation of six community centers, park reservation coordination and maintenance of the park system on the southwest side of the City, including contract mowing. This Division also includes the Log Cabin Village, the Botanic Garden Center and Conservatory and the Water Gardens.

The Planning and Resource Management Division includes functions for identification of park system needs and the acquisition, master planning, design, engineering, grantsmanship and construction of park development projects. This Division also includes park system infrastructure maintenance, the care for trees on City-owned property including the removal of hazardous trees and the trimming of tree limbs to alleviate traffic hazards. The Community Services Division includes the operation of seven community centers, Fellowship Corner, two Community Action Partner (CAP) Centers, the coordination of the Comin' Up Gang Intervention Program and oversight of human services programs, such as those at the CAP Centers. The Golf Division includes the Municipal Golf Fund, which is discussed in the Enterprise Funds section.

Allocations	Actual FY2012	Adopted FY2013	Proposed Budget FY2014	Adopted Budget FY2014
Personnel Services	\$ 18,620,324	\$ 20,316,198	\$ 19,783,606	
Supplies	2,821,449	3,133,248	2,978,316	
Contractual	16,549,815	18,290,314	18,889,972	
Capital Outlay	536,690	1,118,500	215,000	
Total Expenditures	\$ 38,528,278	\$ 42,858,260	\$ 41,866,894	
Authorized Positions	329.10	352.10	338.10	

**PARKS AND COMMUNITY SERVICES 392.10 – A.P.**  
**GENERAL FUND – 338.10 A.P.**  
**MUNICIPAL GOLF FUND – 38.00 A.P.**  
**POLICE/CRIME CONTROL PREVENTION DISTRICT – 16.00 A.P.**



**DEPARTMENTAL BUDGET SUMMARY****DEPARTMENT:****PLANNING AND DEVELOPMENT****FUND/CENTER****GG01/0061000:0067000****SUMMARY OF DEPARTMENT RESPONSIBILITIES:**

The Planning and Development Department's mission is to build the most livable city in Texas by helping people make sound decisions about the city's growth and development and, accordingly, develop property in ways that benefit the community. The Department consists of four divisions:

The Administration Division is responsible for overall management and policy development, Community Facility Agreements and fiscal and human resource administration.

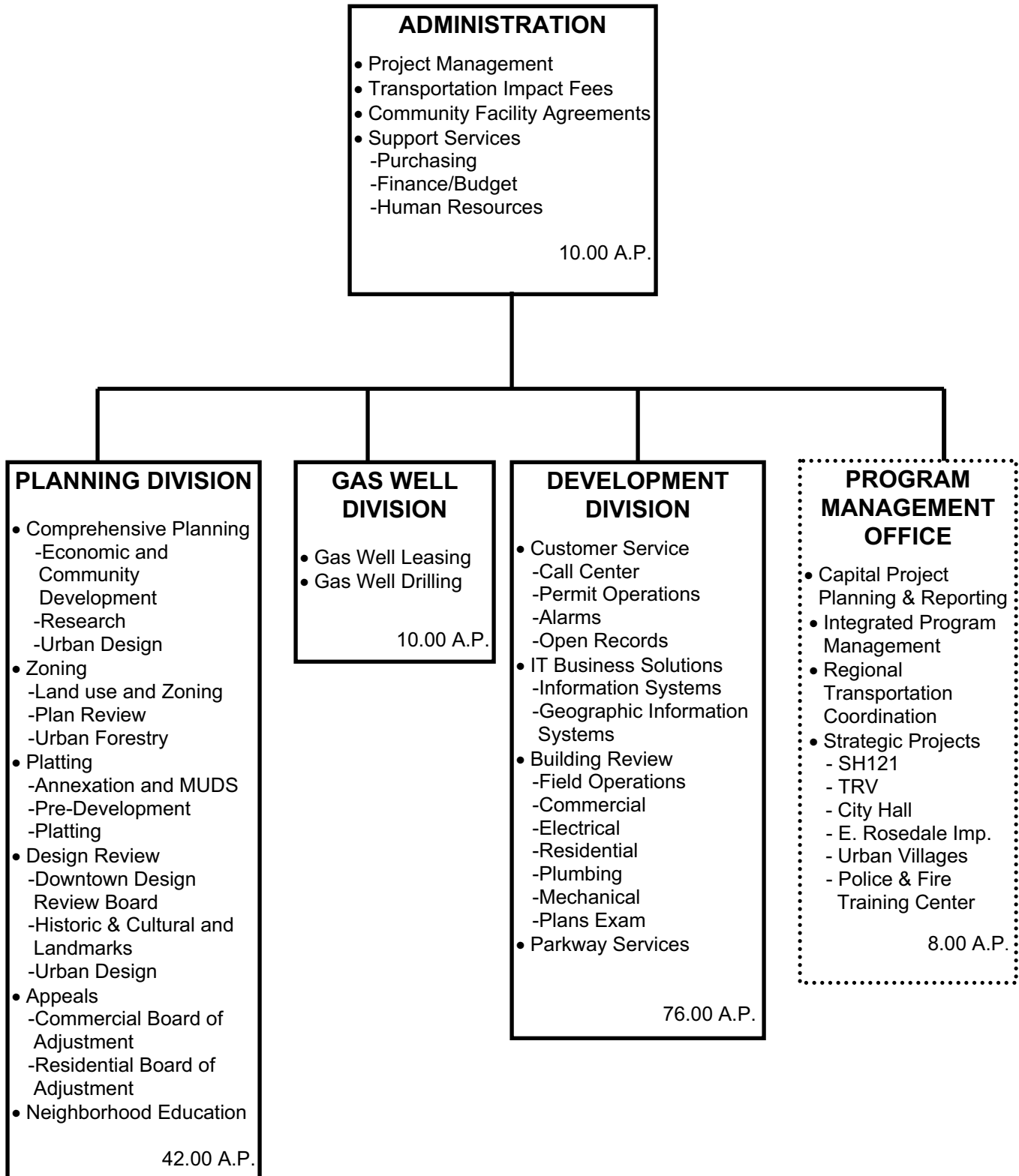
The Development Division is divided into three sections. Customer Service is responsible for permitting services and customer intake. The IT Section provides IT resource management and support. The Building Section provides plans examination and building inspection services. Construction projects are reviewed and inspected for compliance with building, electrical, mechanical, plumbing and residential construction codes to ensure safety and compliance. This Division also performs sign ordinance inspections.

The Planning Division is divided into six sections. The Comprehensive Planning Section coordinates updates of the Comprehensive Plan, conducts research and policy analysis, promotes the development of urban villages, prepares neighborhood plans and manages grants and design contracts for streetscape projects. The Zoning Section administers the City's zoning regulations; Urban Forestry compliance is part of the Zoning Section. The Platting Section administers the City's subdivision regulations, and implements the City's annexation policy and program. The Design Review Section administers the City's historic preservation and urban design ordinances and prepares environmental assessments for federally-funded projects. The Appeals Section staffs two Zoning Boards of Adjustment and provides record management for three sections in the Division. The Neighborhood Education Team was added in FY2011 and is responsible for neighborhood capacity building, developing networks with city stakeholders and sharing information about City services, processes and projects.

The Gas Division performs permitting and inspection services, manages gas leases on City owned property and ensures operator compliance with City ordinances and safety regulations.

<b>Allocations</b>	<b>Actual FY2012</b>	<b>Adopted FY2013</b>	<b>Proposed Budget FY2014</b>	<b>Adopted Budget FY2014</b>
<b>Personnel Services</b>	\$ 9,632,781	\$ 9,839,785	\$ 9,456,384	
<b>Supplies</b>	318,288	403,366	418,089	
<b>Contractual</b>	1,571,034	1,546,391	1,495,193	
<b>Capital Outlay</b>	401,033	338,000	22,500	
<b>Total Expenditures</b>	\$ 11,923,136	\$ 12,127,542	\$ 11,392,166	
<b>Authorized Positions</b>	147.00	147.00	138.00	

**PLANNING AND DEVELOPMENT – 146.00 A.P.**  
**GENERAL FUND 138.00 A.P.**  
**CAPITAL PROJECTS SERVICE FUND (PROGRAM MANAGEMENT OFFICE) 8.00 A.P.**



## DEPARTMENTAL BUDGET SUMMARY

DEPARTMENT:

POLICE

FUND/CENTER

GG01/0351000:0357400

SUMMARY OF DEPARTMENT RESPONSIBILITIES:

The Police Department, under the direction of the Chief of Police, develops and implements programs to deter crime and to protect life and property within the City of Fort Worth. Specific departmental responsibilities include:

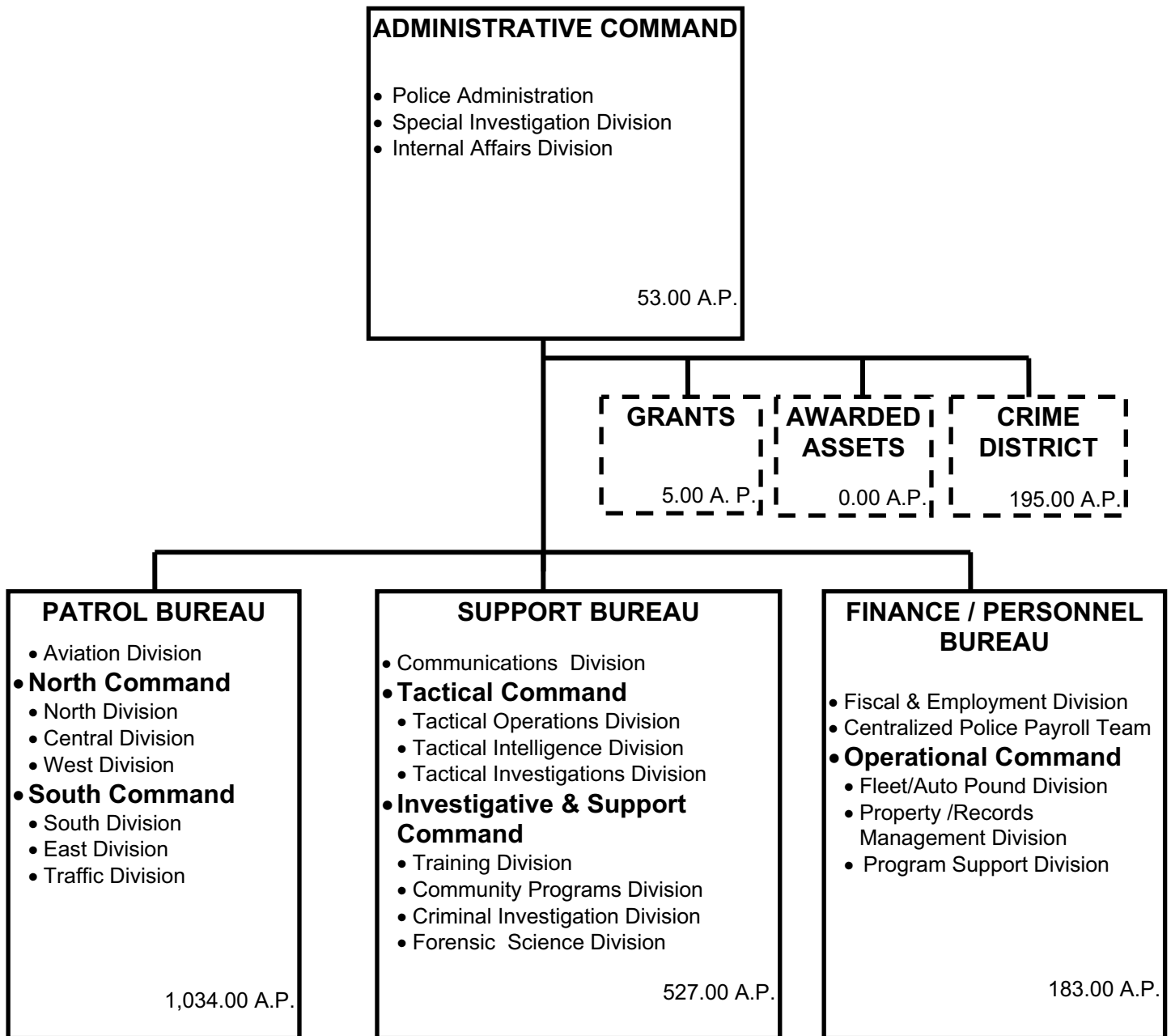
- 1) To reduce violent crime and gang-related activities through enhanced enforcement activities and crime prevention programs.
- 2) To increase the safety of residents and to decrease crime throughout Fort Worth neighborhoods.
- 3) To increase the safety of youth and reduce juvenile crime through crime prevention and intervention programs.
- 4) To enhance crime fighting and prevention tools and efforts through diverse recruitment, training, and retention of high quality officers, technology and equipment, and capital improvements.

In June 2011, the Fort Worth Police Department implemented a reorganization to put the Department in position for both current and future operations. The new organizational structure increases operational oversight which provides better service for residents, neighborhoods, and businesses. It provides more avenues to ensure complaints are resolved and it streamlines police services to provide for a more efficient use of government resources. The new structure provides a stable foundation for meeting current and future growth demands, aligns patrol services under one command to create consistent and uniformed service application, and assists in the implementation of strategic plan initiatives.

In 2012, the Department implemented a few additional changes to its organizational structure to include a Tactical Operations Division, Tactical Intelligence Division, and a Tactical Investigations Division, which brings together SWAT and Zero Tolerance, Information Management and Intelligence and Narcotics under Tactical Command. In addition, the Backgrounds Section was restructured under the Professional Standards Division.

Allocations	Actual FY2012	Adopted FY2013	Proposed Budget FY2014	Adopted Budget FY2014
Personnel Services	\$ 165,978,814	\$ 170,238,692	\$ 174,103,792	
Supplies	7,354,830	7,596,736	7,448,956	
Contractual	22,187,886	21,833,674	22,650,192	
Capital Outlay	139,763	118,512	22,500	
Debt Service	103,710	0	0	
Total Expenditures	\$ 195,765,003	\$ 199,787,614	\$ 204,225,440	
Authorized Positions	1,795.00	1,845.00	1,797.00	

**POLICE –1,997.00 A.P.**  
**GENERAL FUND 1,797.00 A.P.**  
**CRIME CONTROL AND PREVENTION DISTRICT 195.00 A.P.**  
**GRANTS FUND 5.00 A.P.**





## DEPARTMENTAL BUDGET SUMMARY

DEPARTMENT:

TRANSPORTATION AND PUBLIC WORKS

FUND/CENTER

GG01/0201000:0208013

SUMMARY OF DEPARTMENT RESPONSIBILITIES:

The Transportation and Public Works Department strives to improve the condition of the City’s infrastructure by effectively maintaining City roadways, drainage structures, alleyways, street lights, street signs, pavement markings, traffic signals and City-owned buildings. The Department includes the Environmental Management, Business Support and Administration, Infrastructure Management, Transportation Programming, Traffic Management, Facilities Management and Street Services divisions.

Business Support is responsible for managing and coordinating the Department’s business-related activities including budget management, human resources, information technology services, ground transportation regulation and safety, occupational health and parking services. Infrastructure Management is responsible for managing the City’s street and bridge network. This includes planning and programming capital improvements (reconstruction), major maintenance (resurfacing and rehabilitation) and routine maintenance. Street Services is responsible for maintenance and repair work on City streets through routine maintenance, major maintenance, concrete pavement rehabilitation and bridge maintenance and also responds during inclement weather and other emergencies. Traffic Management is responsible for the design, installation, and maintenance of street lights, traffic signals, traffic signs, roadway markings and railroad grade crossings as well as addressing the City’s street light and traffic signal needs including the Red Light Enforcement Program.

Transportation Programming is responsible for future city transportation needs planning, managing the City’s traffic engineering functions and the Pavement Management Application (PMA). The PMA is a tool for programming the maintenance and replacement of City roadways and bridges. Facilities Management is responsible for managing building maintenance and repair, performing facility planning, architectural and construction management services for City facilities, as well as identifying, implementing and managing the City’s conservation initiatives. Environmental Services– Air Quality Section, under contract with the Texas Commission on Environmental Quality (TCEQ), is responsible for air quality compliance, facility inspections, permit review, and complaint investigations throughout the City of Fort Worth.

Allocations	Actual FY2012	Adopted FY2013	Proposed Budget FY2014	Adopted Budget FY2014
Personnel Services	\$ 18,416,752	\$ 18,718,075	\$ 17,153,579	
Supplies	6,287,154	6,185,036	5,766,413	
Contractual	23,284,133	21,665,046	20,165,935	
Capital Outlay	305,704	1,530,500	892,065	
Total Expenditures	\$ 48,293,743	\$ 48,098,657	\$ 43,977,992	
Authorized Positions	281.50	280.20	259.70	

# TRANSPORTATION AND PUBLIC WORKS – 589.00 A. P.

**GENERAL FUND 259.70 A. P.**

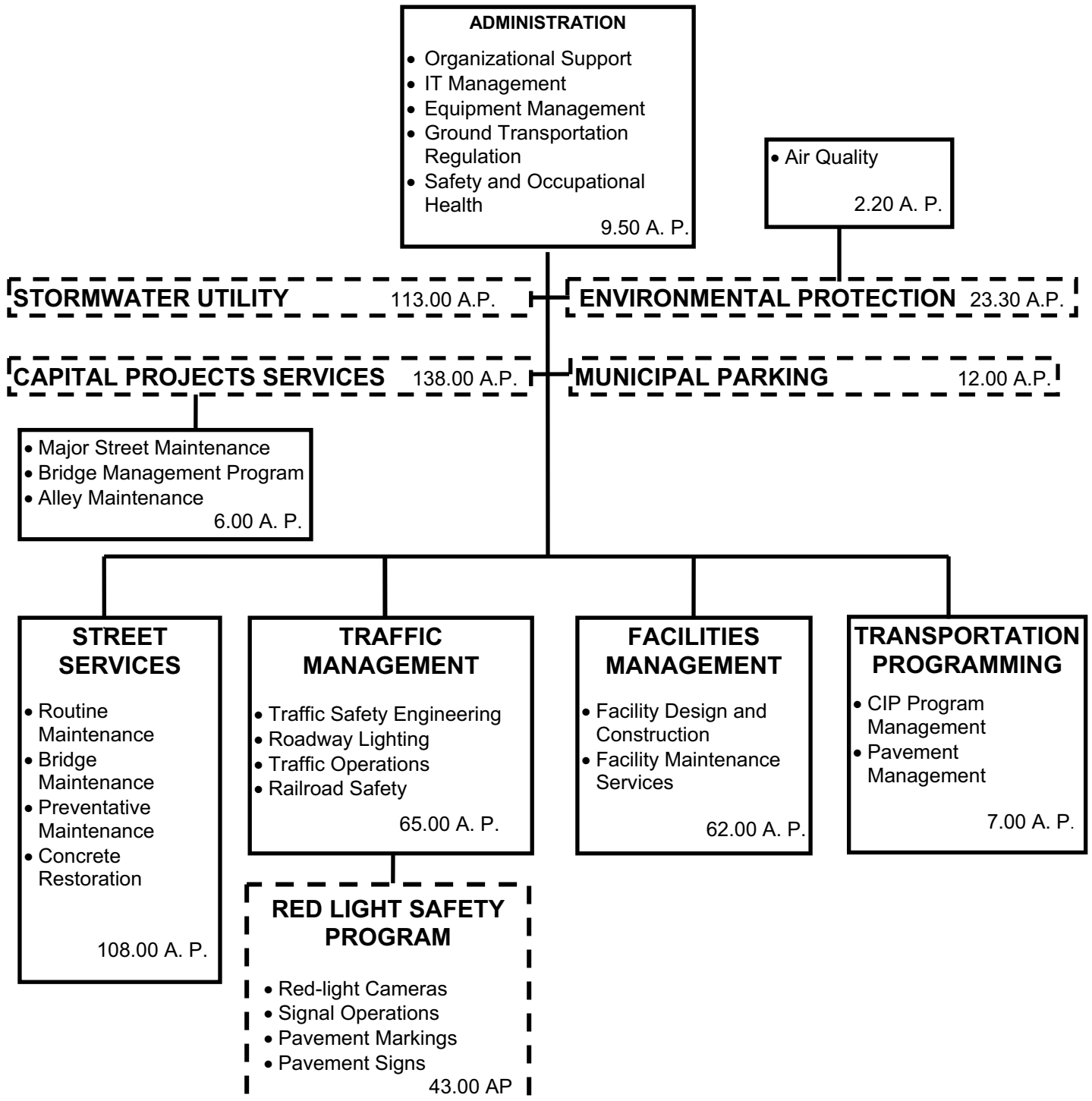
**CAPITAL PROJECTS SERVICE FUND 138.00 A. P.**

**STORMWATER UTILITY FUND 113.00 A. P.**

**ENVIRONMENTAL PROTECTION FUND 23.30 A. P.**

**MUNICIPAL PARKING FUND 12.00 A. P.**

**RED LIGHT ENFORCEMENT FUND 43.00 A. P.**



## FUND STATEMENT

**FUND:**
**ENTERPRISE FUNDS**

Enterprise funds finance direct deliverables to customers who receive goods or services in exchange for payment. The City charges rates for these services and deposits the revenue into separate operating funds. This revenue pays for the delivery of each service or product. Each operation is intended to be a self-supporting business, therefore employing the enterprise financial model. The City currently operates six funds on this basis: Water and Sewer, Municipal Golf, Municipal Airports, Municipal Parking, Stormwater Utility and Solid Waste.

The Water and Sewer Fund is responsible for providing water, wastewater and reclaimed water services to residential, commercial, industrial, irrigation and wholesale customers. The Fund serves approximately 1,105,000 people in Fort Worth and 30 surrounding communities by providing more than 190 million gallons of water for use every day. Operations are financed through a rate structure based on the amount of service used, billed to customers on a monthly basis. Debt is issued for large capital projects.

The Municipal Golf Fund was established to offer residents a safe and enjoyable comprehensive golf experience. The Fund is managed by the Golf Division of the Parks and Community Services Department and operates through revenue collected from user fees for the City's four regulation length courses- Meadowbrook, Pecan Valley, Rockwood and Sycamore Creek.

The Municipal Airports Fund supports the operations of Alliance, Meacham and Spinks Airports through the collection of revenue primarily generated by land and terminal building leases as well as landing fees, hangar rental and fuel flowage.

The Municipal Parking Fund is managed by the Transportation and Public Works Department and maintains five parking garages, twenty surface lots and 2,500 metered spaces. Revenues are generated from fees charged to users of those surface lots, garages and street metered parking spaces, the lease of office and retail space and fines collected from parking ordinance violations. Operations are financed from these revenues and debt is issued for large capital projects.

The Stormwater Utility Fund has the responsibility of providing stormwater management to approximately 200,000 residential, commercial and industrial customers. Program operations are financed through utility fees for residents and commercial customers based on the measure of impervious surface area or equivalent residential units (ERU) of each property and its impact on stormwater management. Debt is issued for large capital projects and utility charges are collected from residents through a monthly fee added to their water bill.

The Solid Waste Fund is responsible for the collection of refuse and recycling throughout the city. Operations are financed by monthly residential refuse collection rates, service charges for special bulk/brush collection, residential recycling rates and other miscellaneous fees. These comprehensive solid waste service charges are collected from residents through a monthly fee added to their water bill.

**FUND STATEMENT****FUND:****WATER AND SEWER FUND**

The Water and Sewer Fund is an Enterprise Fund that has responsibility for providing water, wastewater and reclaimed water services to residential, commercial, industrial, irrigation and wholesale customers. It serves approximately 1,105,000 people in Fort Worth and 30 surrounding communities by providing more than 190 million gallons of water for use every day.

The Water and Sewer Fund provides resources for three separate departments: Water, Wastewater and Reclaimed Water. These services are billed separately to more accurately capture the cost of each service. However, the Water and Wastewater Departments share administrative staff and many of the employees are partially expensed to both departments.

Operations are completely financed through fees for services. The system wide increase for this proposed change is 6.41% for the Water System, 5.27% for the Sewer System and 3.45% for the Reclaimed System. The budget includes a wholesale rate increase of 16.21% for Water and a decrease of 3.79% for Wastewater. In addition, debt is issued for larger capital projects. Capital projects are funded by long-term debt to allow the Department to improve and expand infrastructure related to growth, replace aging infrastructure in older portions of the system, and upgrade technology in its facilities. As a result, debt service payments made from the Water and Sewer Fund will continue to increase in the coming years. Additionally, the cost for purchase of raw water continues to rise on an annual basis.

**WATER AND SEWER FUND BUDGET SUMMARY  
FY2014**

**REVENUES:**

Utility Income	\$363,873,319
Miscellaneous Service Fees	9,900,000
Impact Fees	6,262,677
Connections and Extensions	2,411,771
Interest on Investments	570,000
Transfers from Other Funds	1,560,950
Other Revenue	<u>1,864,558</u>

<b>TOTAL REVENUE</b>	<b>\$386,443,275</b>
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Use/(Source) of Fund Balance	<u>\$0</u>
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<b>TOTAL REVENUE AND OTHER FINANCING SOURCES</b>	<b>\$386,443,275</b>
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**EXPENDITURES:**

Personnel Services	\$64,571,735
Supplies	21,133,747
Contractual Services	<u>205,029,051</u>

<b>TOTAL RECURRING EXPENSES</b>	<b>\$290,734,533</b>
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**DEBT SERVICE AND CAPITAL OUTLAY:**

Capital Outlay	\$3,111,310
Debt Service	<u>92,597,431</u>

<b>TOTAL DEBT SERVICE AND CAPITAL OUTLAY</b>	<b>\$95,708,741</b>
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<b>TOTAL EXPENDITURES</b>	<b>\$386,443,275</b>
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**FORT WORTH**



## DEPARTMENTAL BUDGET SUMMARY

<b>DEPARTMENT:</b>	<b>FUND/CENTER</b>
<b>WATER</b>	<b>PE45/0601000:0609020</b>

**SUMMARY OF DEPARTMENT RESPONSIBILITIES:**

The Water Department is responsible for providing safe, clean drinking water to Fort Worth residents and customer cities. The Department's Business Services Division performs metering and billing functions for water, wastewater, storm water, environmental and solid waste collection services, processes orders for new services, collects delinquent payments and investigates complaints. Also, the Division is responsible for managing water conservation programs to encourage efficient water use, coordinating fiscal and administrative functions for the department, conducting various in-service training programs for departmental employees, preparing budget requests, determining rates, and compiling reports and information on operations. The Division is also responsible for coordinating the Department's internal and external communications and supports all technology needs of the Utility.

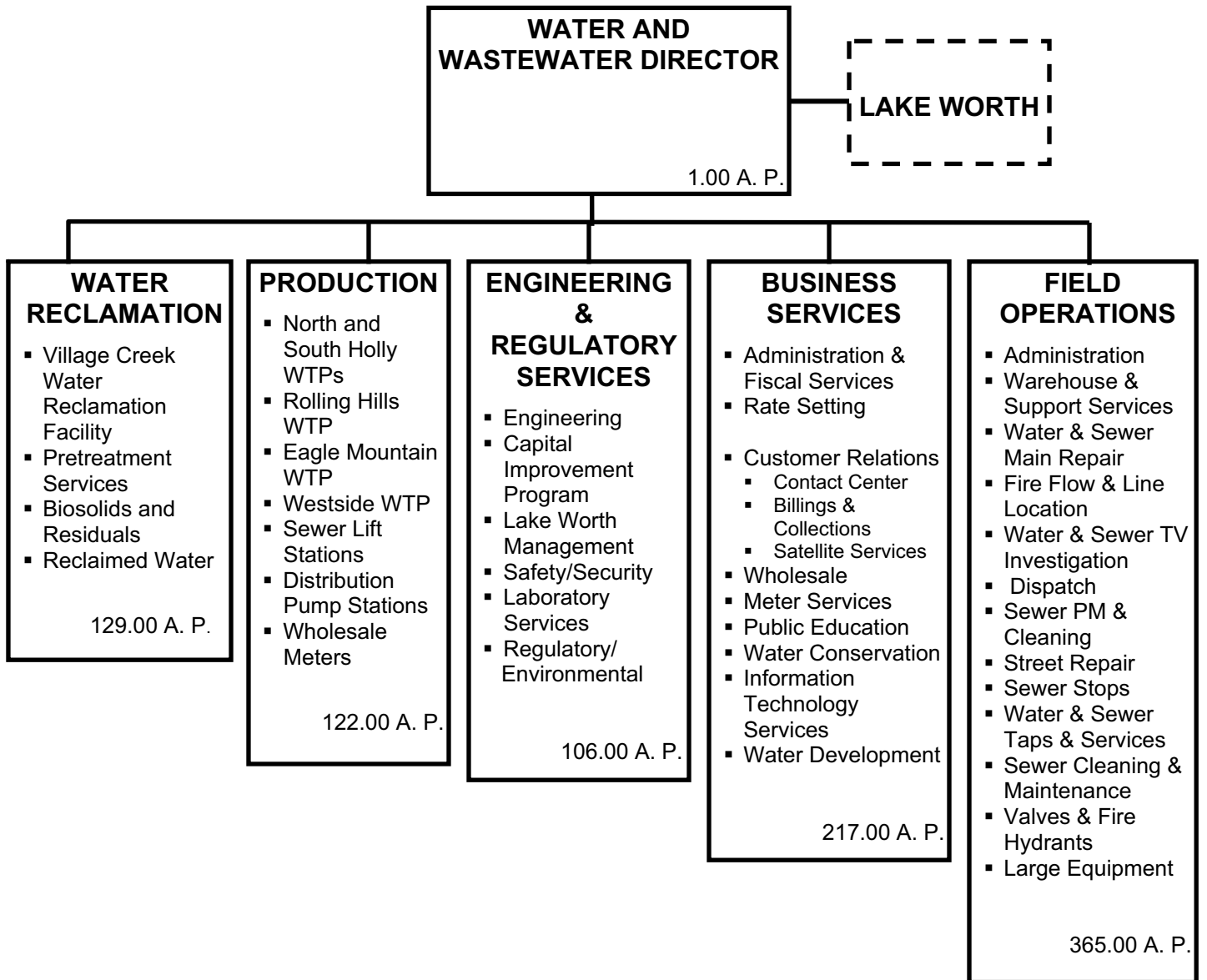
The Engineering and Regulatory Services Division is responsible for planning and management of all water and wastewater related projects and performs in-house engineering work. The Regulatory Affairs Section serves as the departmental liaison on all intergovernmental and regulatory issues related to water. The Laboratory Section provides water sampling and laboratory analysis, and the Pre-Treatment Section provides back-flow prevention services.

The Production Division treats and distributes a safe water supply to meet customer needs, and includes five water treatment plants and various water storage and pumping facilities located throughout the city. It also is responsible for the metering of all the customer cities' water and wastewater services.

The Field Operations Division is responsible for the maintenance and repair of the water distribution system.

<b>Allocations</b>	<b>Actual FY2012</b>	<b>Adopted FY2013</b>	<b>Proposed Budget FY2014</b>	<b>Adopted Budget FY2014</b>
<b>Personnel Services</b>	\$ 35,333,786	\$ 33,504,631	\$ 33,922,072	
<b>Supplies</b>	13,082,438	12,092,248	13,660,596	
<b>Contractual</b>	119,953,989	128,312,467	135,094,872	
<b>Capital Outlay</b>	1,685,193	581,696	2,249,310	
<b>Debt Service</b>	55,719,223	50,917,198	50,100,950	
<b>Total Expenditures</b>	\$ 225,774,629	\$ 225,408,241	\$ 235,027,801	
<b>Authorized Positions</b>	491.25	493.50	496.75	

**WATER AND SEWER – 940.00 A.P.  
LAKE WORTH 0.00 A.P.**





## DEPARTMENTAL BUDGET SUMMARY

<b>DEPARTMENT:</b>	<b>FUND/CENTER</b>
<b>WASTEWATER</b>	<b>PE45/0701000:0709020</b>

**SUMMARY OF DEPARTMENT RESPONSIBILITIES:**

The Wastewater Department collects, monitors, treats and processes domestic and industrial waterborne waste from Fort Worth and other contracting communities. The Wastewater Department provides adequate sewage pumping capacity to handle sewage from all areas of the city.

The Department's Business Services Division performs billing functions for water, wastewater, storm water, environmental and solid waste collection services, processes orders for new services, collects delinquent payments and investigates complaints. The Division is also responsible for coordinating fiscal and administrative functions for the department, conducting various in-service training programs for departmental employees, preparing budget requests, determining rates, and compiling reports and information on operations. The Division is also responsible for coordinating the Department's internal and external communications and supports all technology needs of the Utility.

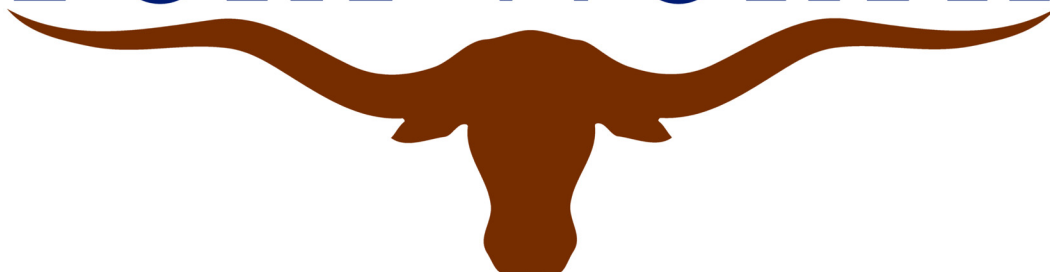
The Pretreatment Section permits and monitors businesses and industries that produce a high level of concentrated waste to reduce the impact to the wastewater system.

The Engineering and Regulatory Services Division is responsible for planning and management of all water and wastewater related projects and performs in-house engineering work. The Regulatory Affairs Section serves as the departmental liaison on all intergovernmental and regulatory issues related to wastewater. The Laboratory Section provides wastewater sampling and laboratory analysis.

Responsibilities of the Field Operations Division include replacement, maintenance and cleaning of the wastewater collection system.

<b>Allocations</b>	<b>Actual FY2012</b>	<b>Adopted FY2013</b>	<b>Proposed Budget FY2014</b>	<b>Adopted Budget FY2014</b>
<b>Personnel Services</b>	\$ 31,543,319	\$ 30,824,389	\$ 30,649,663	
<b>Supplies</b>	6,949,485	6,624,895	7,390,490	
<b>Contractual</b>	65,654,768	69,320,892	69,749,888	
<b>Capital Outlay</b>	1,501,516	1,543,749	862,000	
<b>Debt Service</b>	46,113,269	43,364,321	41,848,433	
<b>Total Expenditures</b>	\$ 151,762,357	\$ 151,678,246	\$ 150,500,474	
<b>Authorized Positions</b>	440.75	440.50	443.25	

**FORT WORTH**



**DEPARTMENTAL BUDGET SUMMARY**

**DEPARTMENT:**  
RECLAIMED WATER

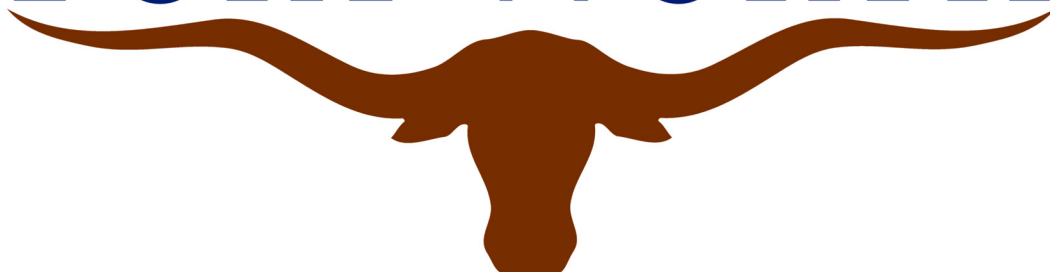
**FUND/CENTER**  
PE45/0651000:0659000

**SUMMARY OF DEPARTMENT RESPONSIBILITIES:**

The Reclaimed Water Department provides highly treated effluent from Fort Worth's water reclamation facility, distributed through a separate system dedicated to reclaimed water for non-potable uses such as irrigation and industrial water cooling towers to Fort Worth's three wholesale and two retail reclaimed water customers. The department is working to expand the use of the reclaimed water system to additional retail customers.

<b>Allocations</b>	<b>Actual FY2012</b>	<b>Adopted FY2013</b>	<b>Proposed Budget FY2014</b>	<b>Adopted Budget FY2014</b>
<b>Personnel Services</b>	\$ 0	\$ 0	\$ 0	
<b>Supplies</b>	515	55,000	82,661	
<b>Contractual</b>	311	183,054	184,291	
<b>Capital Outlay</b>	0	28,500	0	
<b>Debt Service</b>	687,927	810,000	648,048	
<b>Total Expenditures</b>	\$ 688,753	\$ 1,076,554	\$ 915,000	

**FORT WORTH**



## FUND STATEMENT

**FUND:**
**SOLID WASTE FUND**

The Solid Waste Fund is an Enterprise Fund supported by revenues received from solid waste residential collection fees, service charges for special bulk/brush collection, residential recycling revenues and other miscellaneous fees. Since FY2011, the Code Compliance Department has managed the Solid Waste Fund. Four major service areas exist under the organizational structure of the Solid Waste Services Division including: Contract Compliance, Field Operations, Customer Service, and Community Education.

Contract Compliance, staffed by city employees, oversees a number of service contracts to ensure that each contractor meets contract requirements. The city has awarded contracts for the collection of residential garbage, recycling, brush and yard waste; recyclable material processing; operation of the city's Southeast Landfill; processing of yard waste and disposal of bulk waste; the purchase of new carts and their maintenance; the hauling of containers from the Drop-off Stations to landfills for waste disposal. The division also provides oversight over the contract to haul waste and recycling from city facilities.

Field Operations is staffed by city employees, and provides illegal dump site cleanup, dead animal collection as well as the operation of three Drop-off Stations for customer drop-off of waste and recycling. A fourth drop-off station is scheduled to be constructed and placed into operation in FY2015.

Customer Service, also staffed by City employees, handles incoming calls for individuals seeking new service arrangements, registering complaints, modifying existing service arrangements or inquiries of the services provided. The Customer Service staff implemented advanced call center technology to minimize call wait times while maximizing customer satisfaction. In addition to supporting inbound calls for the Solid Waste Services Division, the Customer Service staff answers calls for the Code Compliance Department (code enforcement and animal care and control) and the City Switchboard. In FY2009 the Customer Service Section was directed to be the Consolidated Call Center for the City. As a result, Transportation & Public Works customer inquiries/requests are also supported by this group.

Community Education is responsible for the creation and distribution of materials and programs to teach residents about available solid waste services. The intent of the program is to educate residents to properly use the solid waste program and encourage individual responsibility for a cleaner city. A Public Education Coordinator assigned to the Solid Waste Division oversees and coordinates all departmental public education programs. The Solid Waste Fund also transfers monies to the General Fund to cover the personnel cost for one public education coordinator and two public education specialists in the Planning & Development Department. These individuals assist the Code Compliance Department by providing public outreach.

Residential customers pay for comprehensive solid waste collection services through a monthly fee added to their water bill. The monthly residential fee is structured in three tiers based upon the size of garbage cart used: \$12.75 for a 32-gallon garbage cart, \$17.75 for a 64-gallon garbage cart, and \$22.75 for a 96-gallon garbage cart. Residential customers can choose one of the three tiers, and may change tiers if they later decide the original choice was unsuitable for their waste disposal needs. These rates were last changed in 2006.

**SOLID WASTE FUND BUDGET SUMMARY  
FY2014**

**REVENUES:**

Residential Collection	\$44,271,912
Recycling Waste	3,158,427
Landfill	2,898,571
Grants Of Privilege	2,057,070
Miscellaneous Revenues	1,068,448
Education Payments	805,454
Commercial Collection	498,227
Interest On Investments	233,231
Bad Debts Recovered	132,026
Yard Cart Sales	119,925
Non-Compliant Brush & Bulky Waste	88,956
Refuse Hauling Permits	17,750
Compliant Brush & Bulky Waste	<u>9,940</u>

<b>TOTAL REVENUE</b>	<b>\$55,359,937</b>
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Use/(Source) of Fund Balance	\$701,025
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<b>TOTAL REVENUE AND OTHER FINANCING SOURCES</b>	<b>\$56,060,962</b>
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**EXPENDITURES:**

Personnel Services	\$5,615,155
Supplies	1,384,578
Contractual Services	<u>46,903,126</u>

<b>TOTAL RECURRING EXPENSES</b>	<b>\$53,902,859</b>
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**DEBT SERVICE AND CAPITAL OUTLAY:**

Capital Outlay	\$1,516,500
Debt Service	<u>641,603</u>

<b>TOTAL DEBT SERVICE AND CAPITAL OUTLAY</b>	<b>\$2,158,103</b>
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<b>TOTAL EXPENDITURES</b>	<b>\$56,060,962</b>
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**FUND BUDGET SUMMARY****DEPARTMENT:****SOLID WASTE FUND****FUND/CENTER****PE64/0239901:0239911****SUMMARY OF FUND RESPONSIBILITIES:**

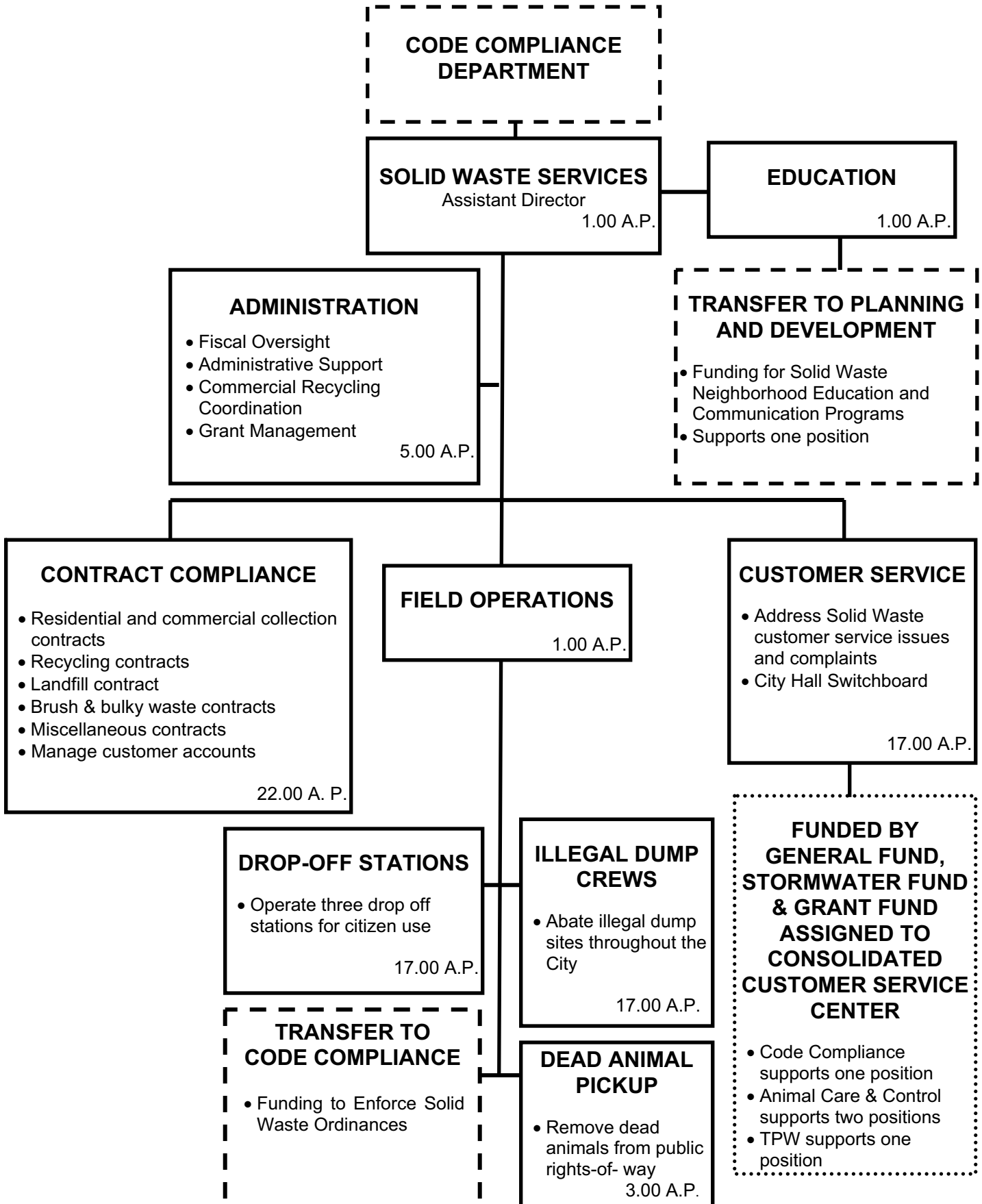
The Solid Waste Services Division provides for residential solid waste collection and disposal, as well as other solid waste management-related services within the City. It fulfills those duties by using and managing contracts for solid waste services.

The Solid Waste Services Division has four functional areas: Contract Compliance providing management over seven solid waste service contracts; Field Operations managing City forces that provide services at the drop off stations, illegal dump collections and dead animal collections; Customer Service Center providing telephonic response to customer call-in inquiries; and Community Education providing public education and outreach.

In FY2005, the Solid Waste Customer Service Section began accepting customer service inquiries for Code Compliance and the City Switchboard. In FY2009, the Customer Service Section was expanded to be the "consolidated call center" for the city. In addition to providing customer service and support for Solid Waste, Code Compliance and the City Switchboard, the section also provides customer service and support for Animal Care & Control and Transportation and Public Works.

In FY2011, the Solid Waste Services Division was transferred from the Environmental Management Department to the Code Compliance Department.

<b>Allocations</b>	<b>Actual FY2012</b>	<b>Adopted FY2013</b>	<b>Proposed Budget FY2014</b>	<b>Adopted Budget FY2014</b>
<b>Personnel Services</b>	\$ 5,060,623	\$ 5,398,594	\$ 5,615,155	
<b>Supplies</b>	496,145	1,333,946	1,384,578	
<b>Contractual</b>	44,106,027	46,889,421	46,903,126	
<b>Capital Outlay</b>	4,766,648	503,500	1,516,500	
<b>Debt Service</b>	2,020,343	1,420,062	641,603	
<b>Total Expenditures</b>	\$ 56,449,786	\$ 55,545,523	\$ 56,060,962	
<b>Authorized Positions</b>	82.00	83.00	84.00	

**SOLID WASTE FUND – 84.00 A.P.**



## FUND STATEMENT

**FUND:**
**MUNICIPAL GOLF FUND**

In FY1982, the City Council approved the recommendation by staff to operate the golf program as an Enterprise Fund. This action represented a significant policy commitment to the concept of a self-supporting golf program. The establishment of a Municipal Golf Fund offered all citizens of Fort Worth enjoyable, safe, comprehensive and affordable golf programs.

Fort Worth Golf, a division of the Parks and Community Services Department, provides a safe and comprehensive golf program through quality customer service, community involvement and responsible golf course management. The division, which is managed directly by the City, is divided into four sections: Golf Management, Pro Shop Operations, Snack Shop Operations, and Golf Course Maintenance.

The City of Fort Worth operates four (4) regulation-length golf courses that promote golf as a lifetime sport: Pecan Valley (two 18-hole courses located in southwest Fort Worth), Meadowbrook (an 18-hole course located on the eastern edge of the City), Rockwood (an 18-hole course with a driving range facility, in partnership with the First Tee of Fort Worth, is in the near northwest) and Sycamore Creek (a nine-hole course with double tee boxes, which is located in southeast Fort Worth).

As an Enterprise Fund, the Municipal Golf Fund is meant to be financially self-supporting. Revenues to support expenditures come from greens fees, golf cart rentals, merchandise sales, annual passes, interest on investments, revenue from food and beverage sales, golf club rentals, and other miscellaneous income. The City's golf program has been negatively impacted by several factors including a saturated local market for golf courses, little to no growth in the number of area golfers and a sluggish economy. In such an environment, the fund has experienced declining revenues, while expenditures continue to rise. In FY2006, the City Council approved a staff recommendation to restructure the golf program to address these issues.

On April 3, 2012, the City Council adopted Resolution No. 4080-04-2012 authorizing the City Manager to develop and implement a plan to close the Z. Boaz golf course by September 30, 2012. The Resolution also directed that the property be re-purposed for use as a community park, which was included in the FY2013 Parks and Community Services General Fund budget.

**MUNICIPAL GOLF FUND BUDGET SUMMARY  
FY2014**

**REVENUES:**

Pecan Valley Golf Course	\$2,368,411
Meadowbrook Golf Course	1,234,678
Rockwood Golf Course	1,085,825
Sycamore Creek Golf Course	289,450
Other Income	<u>10,000</u>

<b>TOTAL REVENUE</b>	<b>\$4,988,364</b>
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Uses/(Source) of Fund Balance	<u>\$0</u>
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<b>TOTAL REVENUE SOURCES</b>	<b>\$4,988,364</b>
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**EXPENDITURES:**

Personnel Services	\$2,593,368
Supplies	823,760
Contractual Services	<u>1,335,986</u>

<b>TOTAL RECURRING EXPENSES</b>	<b>\$4,753,114</b>
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**DEBT SERVICE AND CAPITAL OUTLAY:**

Debt Service	<u>\$235,250</u>
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<b>TOTAL DEBT SERVICE AND CAPITAL OUTLAY</b>	<b>\$235,250</b>
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<b>TOTAL EXPENDITURES</b>	<b>\$4,988,364</b>
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## FUND BUDGET SUMMARY

**DEPARTMENT:**

MUNICIPAL GOLF FUND

**FUND/CENTER**

PE39/0804005:0804530

**SUMMARY OF FUND RESPONSIBILITIES:**

The City of Fort Worth Municipal Golf Fund, managed by the Golf Division of the Parks and Community Services Department, provides enjoyable, safe, and comprehensive golf programs through four municipally-owned golf courses: Pecan Valley, Meadowbrook, Rockwood, and Sycamore Creek.

Pecan Valley Golf Course is a 36-hole facility located in the southwest part of the City with a fully-equipped pro shop, snack shop and driving range.

Meadowbrook Golf Course is an 18-hole facility located on the east side of the City. It has fully-equipped pro and snack shops and is equipped with a full snack bar and grill service.

Rockwood Golf Course is a 18-hole facility with a driving range, operating in partnership with the First Tee of Fort Worth, and also has pro and snack shops. It is located in the near northwest part of the city. Current renovations at Rockwood include opening a new short course, "The River's Edge," to attract additional players to the game of golf.

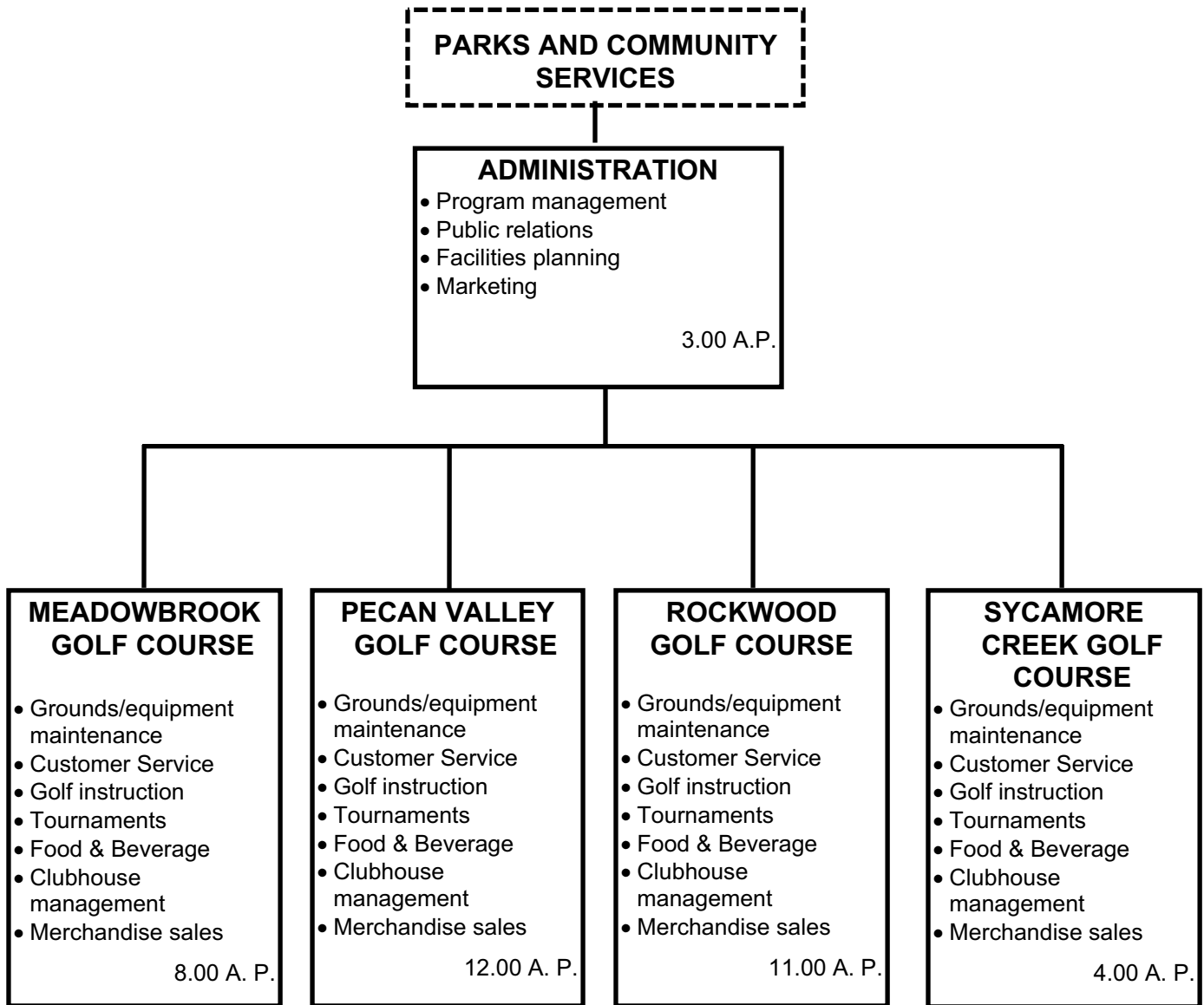
The Sycamore Creek Golf Course is a nine-hole course with pro and snack shops that is located in the near southeast part of the city. Current renovations at Sycamore Creek Golf Course are inclusive of new grass on the greens as well as lining the #3 pond enhancing the playability of the golf course and making the course more attractive for all golfers.

On September 30, 2012, Z. Boaz Golf Course was closed and re-purposed for use as North Z. Boaz Community Park in accordance with the City Council Resolution No. 4080-04-2012 adopted on April 3, 2012.

Municipal Golf Fund expenditures are financed primarily from taxable and non-taxable revenue, in the form of greens fees, cart rentals, and other fees at all golf courses.

<b>Allocations</b>	<b>Actual FY2012</b>	<b>Adopted FY2013</b>	<b>Proposed Budget FY2014</b>	<b>Adopted Budget FY2014</b>
<b>Personnel Services</b>	\$ 2,932,730	\$ 2,611,355	\$ 2,593,368	
<b>Supplies</b>	975,598	733,812	823,760	
<b>Contractual</b>	1,607,690	1,387,344	1,335,986	
<b>Capital Outlay</b>	0	0	0	
<b>Debt Service</b>	3,653	232,500	235,250	
<b>Total Expenditures</b>	\$ 5,519,671	\$ 4,965,011	\$ 4,988,364	
<b>Authorized Positions</b>	45.65	38.00	38.00	

## MUNICIPAL GOLF FUND – 38.00 A.P.



**FUND STATEMENT****FUND:****MUNICIPAL AIRPORTS FUND**

The Municipal Airports Fund, as one of the City's Enterprise Funds, must support itself from the revenues it generates. The Aviation Department, which manages the Municipal Airports Fund, relies on the Fund to finance the promotion, development, maintenance, and protection of all City aviation facilities, services and other assets. With effective departmental stewardship of the Fund, the Fort Worth airports system makes a significant contribution to the City.

The Aviation Department is responsible for maintaining, managing, operating, developing and promoting two of the three airports in the City's airport system: Fort Worth Meacham International Airport and Fort Worth Spinks Airport. Although the City owns Fort Worth Alliance Airport, the airport is under private management. The contracted firm is responsible for Alliance's daily operations. All City of Fort Worth airports are designated as General Aviation Reliever airports providing relief for Dallas/Fort Worth International Airport (DFW) and Dallas Love Field (DAL). Collectively, the three airports support more than 230,000 flight operations per year which is 32% of the combined operations at DFW and DAL.

The Municipal Airports Fund is sustained by several revenue sources, including, but not limited to: aircraft landing fees, fuel flowage fees, terminal building and hangar lease agreements, lease fees for both improved and unimproved land at the airports and a profit-sharing arrangement at Alliance Airport. Fund expenditures include personnel costs for Aviation Department staff, operating supplies, and capital equipment.

**MUNICIPAL AIRPORTS FUND BUDGET SUMMARY  
FY2014**

**REVENUES:**

Meacham Airport Operations	\$2,640,354
Alliance Airport Operations	1,716,984
Spinks Airport Operations	316,215
Administration	<u>160,000</u>

<b>TOTAL REVENUE</b>	<b>\$4,833,553</b>
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Use/(Source) of Fund Balance	<u>\$0</u>
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<b>TOTAL SOURCE OF FUNDS</b>	<b>\$4,833,553</b>
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**EXPENDITURES:**

Personnel Services	\$1,651,088
Supplies	189,785
Contractual Services	<u>2,852,680</u>

<b>TOTAL RECURRING EXPENSES</b>	<b>\$4,693,553</b>
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**DEBT SERVICE AND CAPITAL OUTLAY:**

Capital Outlays	\$140,000
Debt Service	<u>0</u>

<b>TOTAL DEBT SERVICE AND CAPITAL OUTLAY</b>	<b>\$140,000</b>
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<b>TOTAL EXPENDITURES</b>	<b>\$4,833,553</b>
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## FUND BUDGET SUMMARY

**DEPARTMENT:**

AVIATION

**FUND/CENTER**

PE40/0551000:0551301

**SUMMARY OF FUND RESPONSIBILITIES:**

The Aviation Department oversees a system of airports, which includes Fort Worth Alliance, Fort Worth Meacham International Airport and Fort Worth Spinks Airport. These airports operate in coordination with Dallas/Fort Worth International Airport to meet the general aviation needs of the area. The Department is responsible for planning, operating, and promoting these facilities. Aviation Administration is responsible for aviation planning, grant administration, capital projects, and staff support functions for all airports. Airport managers work with airport tenants, manage projects and oversee and maintain airport infrastructure in compliance with Federal Aviation Administration (FAA) standards.

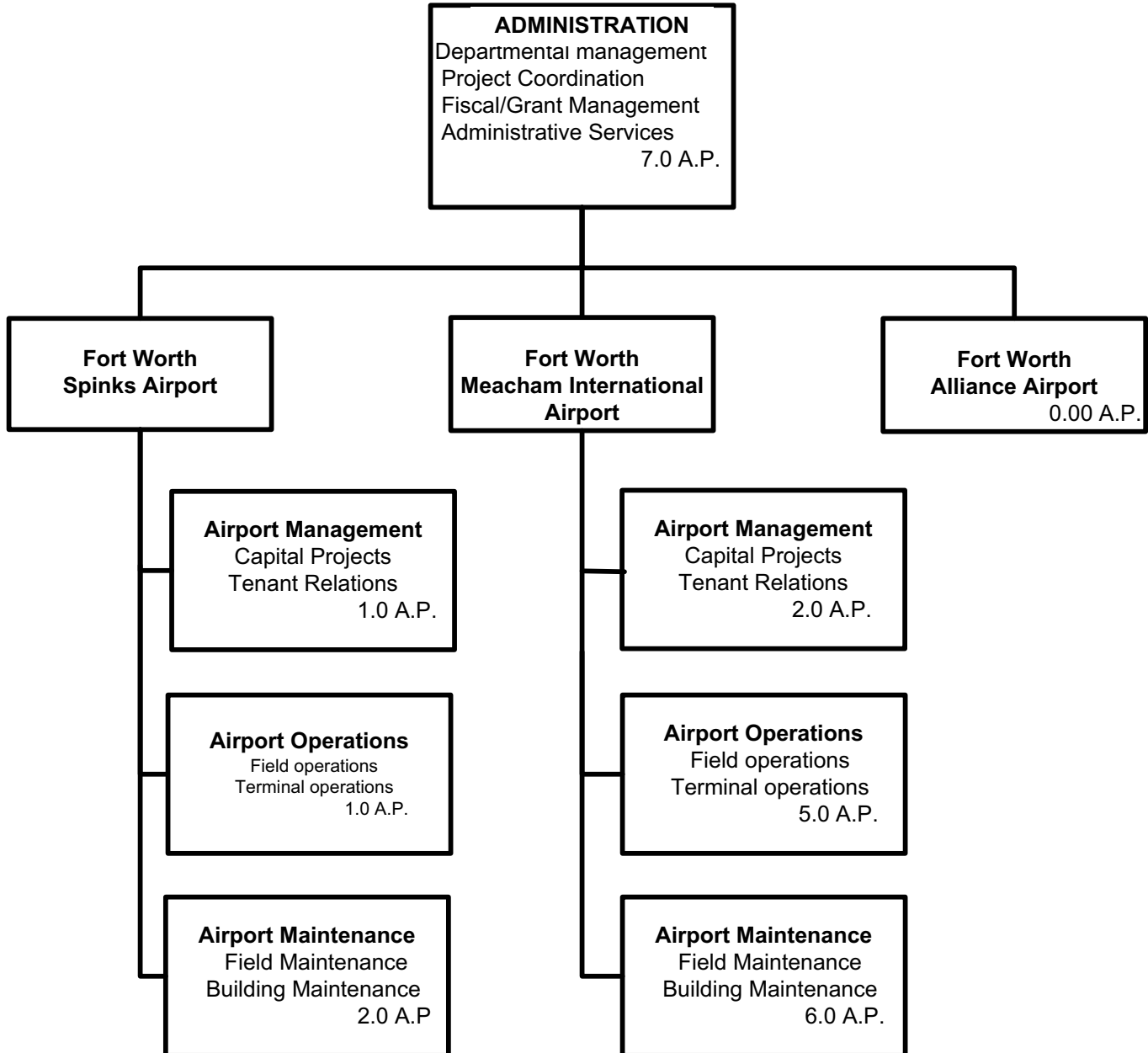
Fort Worth Alliance Airport was completed by the City in 1989, and is one component of a master-planned, mixed-use community known as Alliance Texas developed by Hillwood. The Alliance Texas development serves as an inland logistics port with air, rail and trucking operations. The Alliance Airport infrastructure and grounds are maintained by Alliance Air Services through a management agreement with the City. The Aviation Administration staff supports the grants and capital projects at Alliance. Alliance has two runways, precision instrument approaches and a 24-hour FAA control tower. Several companies provide aviation services at Alliance.

Fort Worth Meacham International Airport began serving the community in 1925. Meacham has three runways, precision instrument approaches and a 24-hour FAA control tower. A large variety of companies that provide aviation services choose Meacham as a base of operations. The Aviation Department maintains the infrastructure, grounds and some buildings at Meacham, most notably the terminal building.

Fort Worth Spinks Airport became a part of the City system in 1988 when the Oak Grove Airport was acquired from a private operator and expanded. Spinks has two runways, a precision instrument approach, and an FAA contract control tower. A variety of companies that provide aviation services choose Spinks as a base of operations. The Aviation Department maintains the infrastructure, grounds, tower and some buildings at Spinks.

<b>Allocations</b>	<b>Actual FY2012</b>	<b>Adopted FY2013</b>	<b>Proposed Budget FY2014</b>	<b>Adopted Budget FY2014</b>
<b>Personnel Services</b>	\$ 1,607,117	\$ 1,675,117	\$ 1,651,088	
<b>Supplies</b>	147,651	190,397	189,785	
<b>Contractual</b>	4,270,158	2,993,099	2,852,680	
<b>Capital Outlay</b>	20,898	55,500	140,000	
<b>Debt Service</b>	0	0	0	
<b>Total Expenditures</b>	\$ 6,045,824	\$ 4,914,113	\$ 4,833,553	
<b>Authorized Positions</b>	24.00	24.00	24.00	

## Municipal Airports Fund – 24.0 A.P.





**FUND STATEMENT****FUND:****MUNICIPAL PARKING FUND**

The Municipal Parking Fund is a City of Fort Worth Enterprise Fund that generates revenues from the fees paid for the use of metered parking spaces by the general public, the lease of office space, fees charged for the use of surface lots, parking spaces at the City parking garages, and designated street parking spaces for the mobility impaired for both City employees and non-City employees.

The Municipal Parking Program is under the direction of the Parking Services Division of the Transportation and Public Works Department. The program currently maintains and manages five parking garages and 20 parking lots as well as 2,718 metered parking spaces and parking ordinance compliance responsibilities. The fund has twelve positions.

As part of a FY2013 restructuring of the Fund, all revenue from parking meters, surface lots and all parking garages is retained by the Municipal Parking Fund. Parking citation receipts are deposited directly into the General Fund and a revenue sharing structure for parking fines has been established between the two Funds.

Major improvements to the parking system include the January 2009 opening of the Houston Street Convention Center Parking Garage, a state of the art addition to the downtown Fort Worth infrastructure, which is used by the City of Fort Worth, Omni Hotel, Fort Worth Convention Center (FWCC) and general public. In May 2010, the Western Heritage Parking Garage opened and is used by the Will Rogers Memorial Complex and cultural district patrons, employees and visitors. As of FY2011, the Houston Street, Commerce Street and Western Heritage garages are all operated under contract management. In FY2012, a system-wide upgrade of metered parking was initiated with the installation of Pay & Display meter stations that accept coins, debit cards and major credit cards. In FY2013, the Municipal Parking Fund assumed ordinance compliance responsibilities through an enhanced parking compliance and ambassadors program.

**MUNICIPAL PARKING FUND BUDGET SUMMARY  
FY2014**

**REVENUES:**

Western Heritage Parking Garage	\$2,603,000
Parking Meters	2,069,171
Houston Street Parking Garage	1,425,000
Commerce Street Parking Garage	425,000
Taylor Street Parking Garage	322,389
Surface Lots	<u>89,718</u>

<b>TOTAL REVENUE SOURCES</b>	<b>\$6,934,278</b>
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**OTHER FINANCING SOURCES:**

Use/(Source) of Fund Balance	<u>\$0</u>
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<b>TOTAL REVENUE AND OTHER FINANCING RESOURCES</b>	<b>\$6,934,278</b>
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**EXPENDITURES:**

Personnel Services	\$705,990
Supplies	211,491
Contractual Services	<u>2,011,412</u>

<b>TOTAL RECURRING EXPENSES</b>	<b>\$2,928,893</b>
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**DEBT SERVICE AND CAPITAL OUTLAY:**

Capital Outlay	\$0
Debt Service	<u>4,005,385</u>

<b>TOTAL DEBT SERVICE AND CAPITAL OUTLAY</b>	<b>\$4,005,385</b>
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<b>TOTAL EXPENDITURES</b>	<b>\$6,934,278</b>
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## FUND BUDGET SUMMARY

**DEPARTMENT:****FUND/CENTER**

MUNICIPAL PARKING FUND

PE59/0208500:0208510

## SUMMARY OF FUND RESPONSIBILITIES:

Municipal Parking, under the direction of the Parking Services Division in the Transportation and Public Works Department, maintains and manages five parking garages, 20 surface lots and 2,718 metered parking spaces citywide, in addition to parking ordinance compliance responsibilities.

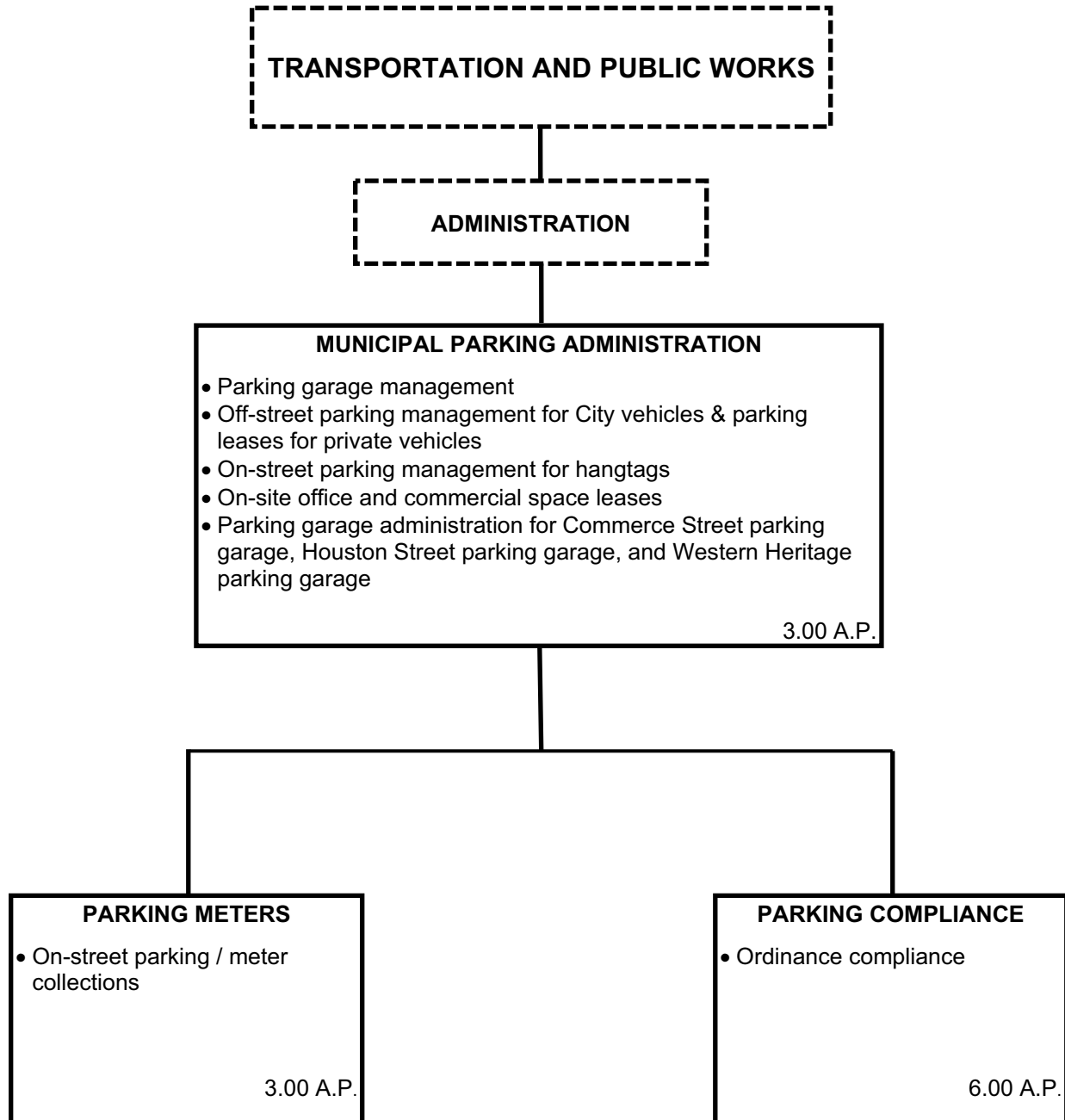
The City garages are located at 10th and Taylor Street, 1201 Houston Street, 1200 Commerce Street, 1401 Montgomery Avenue, and 8th and Main Street under a long-term lease to the Hilton Hotel. These facilities provide parking for the general public, especially as it relates to the Will Rogers Memorial Center, Museum of Science & History, Amon Carter Exhibits Hall and the Community Arts Center in the Cultural District, the Fort Worth Convention Center, City Hall and Central Business District in Downtown, City vehicles and the personal vehicles of the City employees. The remaining parking and office space not needed by the City is leased on a contractual basis. Parking operations for the Commerce Street, Houston Street and Western Heritage garages are managed under contractual agreement with Standard Parking as of May 2010.

Metered parking exists throughout the Downtown Central Business District, the Texas Christian University/Berry Street area, the Cultural District and the Hospital District. In FY2012, a system-wide upgrade of metered parking began with the installation of the Pay & Display meter stations that accept coins, debit cards and major credit cards. Oversight is provided for contractual installation, maintenance and repair and for internal revenue collection for this new parking technology.

As of FY2013, the Municipal Parking Fund assumed parking ordinance compliance responsibilities from the Police Department, through an enhanced parking compliance and ambassadors program.

<b>Allocations</b>	<b>Actual FY2012</b>	<b>Adopted FY2013</b>	<b>Proposed Budget FY2014</b>	<b>Adopted Budget FY2014</b>
<b>Personnel Services</b>	\$ 482,079	\$ 723,486	\$ 705,990	
<b>Supplies</b>	56,816	123,378	211,490	
<b>Contractual</b>	6,314,350	2,068,975	2,011,412	
<b>Capital Outlay</b>	0	26,000	0	
<b>Debt Service</b>	2,814,533	3,625,275	4,005,385	
<b>Total Expenditures</b>	\$ 9,667,778	\$ 6,567,114	\$ 6,934,278	
<b>Authorized Positions</b>	6.00	12.00	12.00	

## MUNICIPAL PARKING FUND - 12.00 A. P.



## FUND STATEMENT

**FUND:**
**STORMWATER UTILITY FUND**

Stormwater is the rainfall runoff that comes from impervious surfaces, such as parking lots and rooftops, and flows into the city's streams and rivers via storm drains and drainage system infrastructure. In addition to adding pollutants to stormwater, urban development increases the quantity and velocity of runoff, so that downstream properties become more susceptible to flooding, erosion increases in channels and streams, and the land's natural beauty and habitats are lost.

Municipal governments in Texas are empowered to establish stormwater utilities and adopt a stormwater service fee under Section 552 of the Texas Local Government Code. Stormwater utility fees have been adopted in hundreds of communities nationally to pay for stormwater management programs and to fund specific stormwater functions and facilities.

Fort Worth's Stormwater Utility Fund was established in 2006 to address runoff issues, reduce the risk of flooding in Fort Worth, preserve streams, minimize water pollution, and to more effectively operate the stormwater system in compliance with state and federal regulatory requirements. This is to be accomplished by improved master planning, enhanced coordination with developers, increased development reviews, initiating watershed studies and capital projects, more aggressive attention to infrastructure maintenance and reconstruction, and increased public education and outreach.

The Stormwater Utility Fund is an Enterprise Fund with the responsibility for providing stormwater management to approximately 200,000 residential, commercial and industrial customers. In 2013, it served approximately 767,560 residents in Fort Worth. Stormwater management is a vital issue in Fort Worth, and staff has identified over \$1 billion of capital projects necessary to address life safety issues, flooding, and infrastructure damage.

The Stormwater Utility rates are structured based on impervious surface area as the measure of each property's contribution to stormwater runoff, and the applicable fee is billed monthly. Impervious surface is quantified into an Equivalent Residential Unit (ERU). The City's current "per ERU rate" of \$5.40, has been effective since January 1, 2012.

Operations are completely financed through fees for service. Additionally, major capital projects are funded by long-term debt allowing the Fund to program and implement system expansions related to the city's growth and to replace aging infrastructure in older portions of the system in an orderly manner.

**STORMWATER FUND BUDGET SUMMARY  
FY2014**

**REVENUES:**

Utility Fees	\$35,063,001
Interest on Investments	200,000
Salvage Sales Revenue	12,000
Miscellaneous Revenues	<u>3,000</u>

<b>TOTAL REVENUE</b>	<b>\$35,278,001</b>
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Uses/(Source) of Fund Balance	<u>\$0</u>
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<b>TOTAL REVENUE SOURCES</b>	<b>\$35,278,001</b>
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**EXPENDITURES:**

Personnel Services	\$7,444,784
Supplies	1,658,384
Contractual Services	<u>14,950,507</u>

<b>TOTAL RECURRING EXPENSES</b>	<b>\$24,053,675</b>
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**DEBT SERVICE AND CAPITAL OUTLAY:**

Capital Outlay	\$1,081,700
Debt Service	<u>10,142,626</u>

<b>TOTAL DEBT SERVICE AND CAPITAL OUTLAY</b>	<b>\$11,224,326</b>
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<b>TOTAL EXPENDITURES</b>	<b>\$35,278,001</b>
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**FUND BUDGET SUMMARY****DEPARTMENT:**

T/PW, STORMWATER UTILITY FUND

**FUND/CENTER**

PE69/0209000:0209600

**SUMMARY OF FUND RESPONSIBILITIES:**

The Stormwater Utility Fund is an Enterprise Fund with the responsibility for providing stormwater management to approximately 200,000 residential and non-residential customers in the City of Fort Worth. The Stormwater Management Division is responsible for managing the entire municipal storm drain system, including discharges to and from the municipal system.

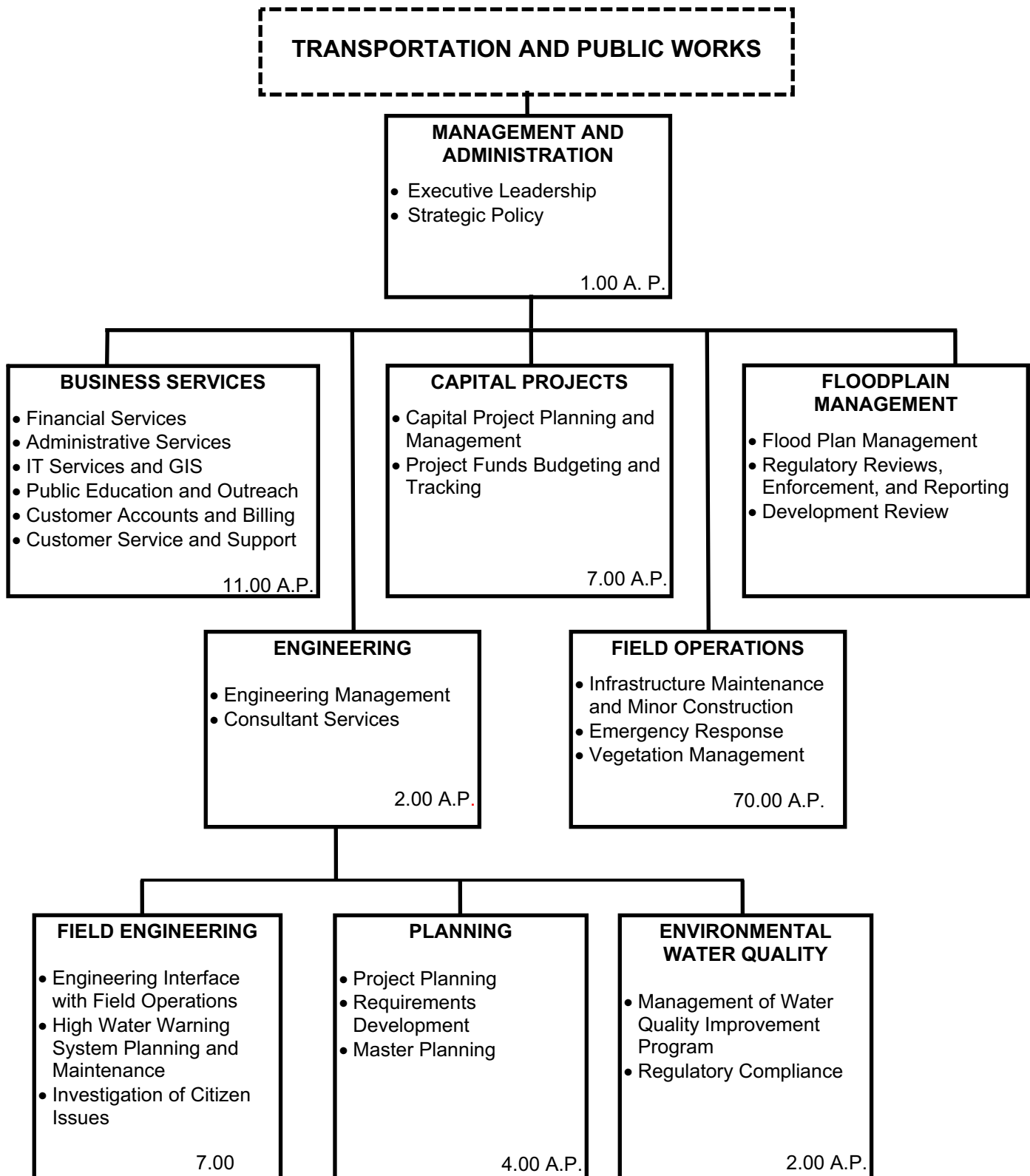
Stormwater Management is a division within the Transportation and Public Works Department, formed around the recognized requirement for the City to develop and implement a cohesive, focused program to protect people and property from harmful stormwater runoff.

Stormwater Management is responsible for planning, constructing, operating and maintaining the city-owned storm system including conducting watershed studies to identify needed improvements, reviewing new development for compliance with stormwater plans and standards; cleaning open channels, catch basins, storm drains, and culverts; reestablishing vegetation following construction or due to flooding/erosion; performing repairs in response to system failures, aging and damages; and responding to storms and other emergencies.

The assessment of the stormwater infrastructure is an ongoing effort; however the current estimate for needed capital improvements to address life safety issues, flooding and infrastructure protection is over \$1.0 billion.

<b>Allocations</b>	<b>Actual FY2012</b>	<b>Adopted FY2013</b>	<b>Proposed Budget FY2014</b>	<b>Adopted Budget FY2014</b>
<b>Personnel Services</b>	\$ 6,873,518	\$ 7,645,188	\$ 7,444,784	
<b>Supplies</b>	1,271,535	1,732,735	1,658,384	
<b>Contractual</b>	12,126,029	14,851,901	14,950,507	
<b>Capital Outlay</b>	1,249,603	1,085,990	1,081,700	
<b>Debt Service</b>	9,378,615	9,378,405	10,142,626	
<b>Total Expenditures</b>	\$ 30,899,300	\$ 34,694,219	\$ 35,278,001	
<b>Authorized Positions</b>	105.00	115.00	113.00	

# STORMWATER UTILITY FUND - 113.00 A. P.





**FUND STATEMENT****FUND:****INTERNAL SERVICE FUNDS**

Internal Service Funds finance the goods and/or services provided by one department of the City of Fort Worth to another. Departments utilizing services provided in-house are charged a fee by the Internal Service Fund department providing the service. The Internal Service Fund departments depend upon revenue generated from those fees to support all departmental functions. The City currently operates five funds on this basis: Equipment Services, Information Systems, Capital Projects Service, Office Services, and Temporary Labor.

The Equipment Services Fund enables the Equipment Services Department to procure and manage fuel, acquire, maintain, repair, and dispose of vehicles and equipment in the City fleet.

The Information Systems Fund supports all operations of the City's Information Technology (IT) Solutions Department. The IT Solutions Department manages all City information services, including technical support, electronic systems development and telecommunications.

The Capital Projects Service Fund, through the Transportation and Public Works Department, provides engineering services for other City departments. Engineering services provided include project design and management, surveying, quality control testing and construction inspection for all water, storm drain, sidewalk and other infrastructure projects.

The Office Services Fund, managed by the Financial Management Services Department, provides for the copy machine, print shop and graphics services used by all City departments.

Temporary Labor, under the Human Resources Department, depends upon revenue from City departments for services rendered to maintain a pool of temporary employees to fill those departments' non-technical, short-term labor needs.

## FUND STATEMENT

**FUND:**
**EQUIPMENT SERVICES FUND**

The Equipment Services Fund, an Internal Service Fund, through the Equipment Services Department (ESD), is charged with maintaining the City's fleet. ESD procures and services vehicles and equipment for all City departments. The Equipment Services Fund is principally sustained by revenues received from the interdepartmental billing of departments for the provision of fuel, parts, and other vehicle and equipment related services. An administrative charge, added to all auto parts, maintenance work, and other fleet-related services provided to City departments, is included in the interdepartmental charges.

ESD operates the following three service centers located throughout the city: James Avenue, Southside and Water. Each service center stocks a wide variety of auto parts, functions as a fueling station for unleaded gas, diesel, and/or propane, and provides vehicle and equipment repair and maintenance. In addition, ESD operates non-manned fueling sites at Southeast and Downtown.

In a continuing effort to provide the best possible fleet services, the Equipment Services Department also contracts a wide variety of fleet-related services. Maintenance and repair services are contracted out:

- when the required expertise is not available in-house
- when a substantial capital investment would be necessary to perform the service in-house
- when it is determined that the service could be performed less expensively by an outside vendor
- when workload overflow relief is needed

As part of that strategy, ESD privatized its parts inventory system at the end of FY2002. This FY2014 budget contains the continuation of that program.

In FY1996, ESD implemented a vehicle replacement plan. As a part of that plan, each year ESD analyzes the entire City fleet, evaluating each vehicle's maintenance costs, useful life, mileage, down time, and other factors. Based on that yearly analysis, ESD rates the vehicles, and then compiles a prioritized vehicle replacement list. Equipment Services staff subsequently meets with departments to fine-tune the proposed rankings. The refined list is then used to determine replacement vehicle priorities for the coming fiscal year.

Under the United States Clean Air Act, at least 20 percent of fleets in cities, like Fort Worth, that are in areas of Environmental Protection Agency (EPA) air quality non-attainment must be comprised of alternative fuel vehicles. Currently, Fort Worth exceeds the mandated percentage, requiring that 50 percent of City vehicles purchased be alternative fuel vehicles.

**EQUIPMENT SERVICES FUND BUDGET SUMMARY  
2014**

**REVENUES:**

Fuel Costs and Overhead	\$10,639,798
Equipment Maintenance Labor Costs	8,118,000
Repair and Maintenance Parts	5,976,599
ESD Administrative Charge	1,900,108
Outside Repair and Maintenance	1,542,120
Other Charges	<u>43,000</u>

**TOTAL REVENUE** \$28,219,625

**OTHER FINANCING SOURCES:**

Use/(Source) of Fund Balance	<u>\$0</u>
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**TOTAL REVENUE AND OTHER FINANCING SOURCES** \$28,219,625

**EXPENDITURES:**

Personnel Services	\$8,179,605
Supplies	15,314,418
Contractual Services	<u>4,635,102</u>

**TOTAL RECURRING EXPENSES** \$28,129,125

**CAPITAL OUTLAY:**

Capital Outlay	<u>\$90,500</u>
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**TOTAL CAPITAL OUTLAY** \$90,500

**TOTAL EXPENDITURES** \$28,219,625

**FORT WORTH**



**FUND BUDGET SUMMARY****DEPARTMENT:****EQUIPMENT SERVICES****FUND/CENTER****PI61/0212010:0212095****SUMMARY OF FUND RESPONSIBILITIES:**

The Equipment Services Department (ESD) is responsible for vehicle and equipment acquisition, monitoring, servicing, repairs, fueling and disposition for the entire City fleet.

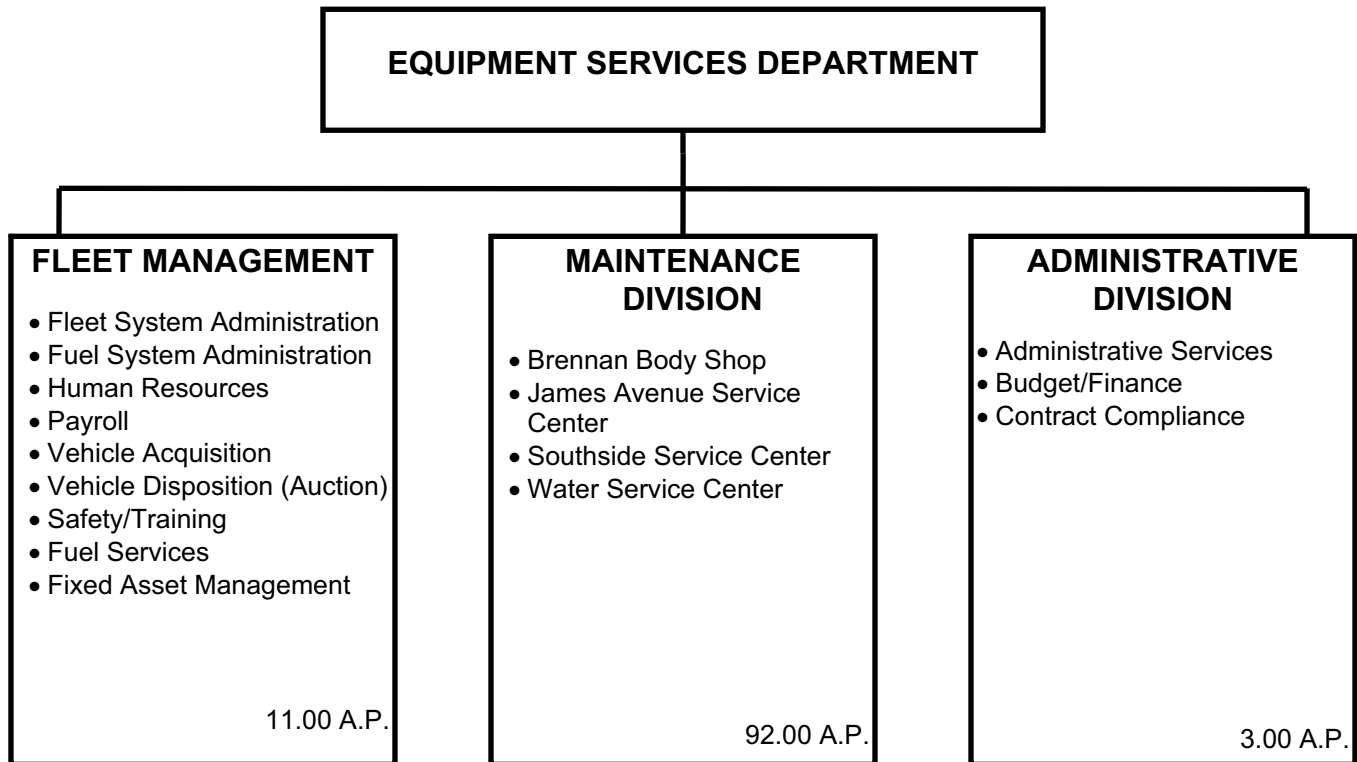
Within the Department, field services, mechanical maintenance and repairs, fuel, lubricants, and other supplies are provided by the following three service centers: James Avenue, Southside, and Water as well as body work by the Brennan Body Shop. ESD also contracts certain services to outside entities when contracting is deemed the most efficient and effective means to provide the required service. In addition, the Department has a Fuel Services Section that provides fueling services for all City vehicles and equipment. ESD's Technical Services Division performs procurement, disposition and other fleet administrative functions.

ESD privatized its parts inventory system in FY2002. NAPA, as the current contracted provider, supplies the Department with vehicle and equipment parts.

As an Internal Service Fund, the majority of ESD's operating funds come from reimbursements from other City departments for fuel, parts, and services provided. The application of an overhead charge to all vehicle repair parts, fuel, and outside services, as well as an annual administrative fee assessed on most numbered vehicles and equipment, allows ESD to support its general, non-department specific administrative functions.

<b>Allocations</b>	<b>Actual FY2012</b>	<b>Adopted FY2013</b>	<b>Proposed Budget FY2014</b>	<b>Adopted Budget FY2014</b>
<b>Personnel Services</b>	\$ 7,609,980	\$ 7,890,219	\$ 8,179,605	
<b>Supplies</b>	14,054,397	15,177,208	15,314,418	
<b>Contractual</b>	4,786,466	4,300,903	4,635,102	
<b>Capital Outlay</b>	70,796	257,859	90,500	
<b>Debt Service</b>	0	0	0	
<b>Total Expenditures</b>	\$ 26,521,639	\$ 27,626,189	\$ 28,219,625	
<b>Authorized Positions</b>	106.00	106.00	106.00	

## EQUIPMENT SERVICES – 106.00 A.P.



**FUND STATEMENT****FUND:****INFORMATION SYSTEMS FUND**

The Information Systems Fund provides for the management of the City's mainframe, network, and telecommunications equipment and services. In October 1994, the Information Technology Solutions Department (IT Solutions) was transferred from the General Fund to the Information Systems Fund.

IT Solutions is responsible for coordinating all information technology resources to support the strategic vision of the City of Fort Worth to provide quality service to the community. This coordination of information technology resources is accomplished through such services as planning and project management, administrative support, technical and administrative services, software applications development and acquisition, and telecommunications. Non-discretionary IT related costs are allocated to departments, including computing, telephone and radio services.

All City departments are IT Solutions customers, and the department receives the bulk of its revenue from these customers' allocations. The Department's expenditures include personnel costs, operating supplies, contractual/consulting services, licensing, maintenance, and such capital equipment as servers, vehicles and other hardware and software.

The IT Sourcing Project was initiated at the beginning of FY2010. It included Gartner Inc. and an internal team reviewing and selecting the IT services from all the departments for potential outsourcing. The primary goal was to help alleviate the City's long term costs associated with approved positions in addition to reducing the overall cost of providing technology services to the City organization. Gartner Inc. also assisted with the RFP which was sent to one thousand and forty-six vendors in the purchasing database system. Proposals were received from seven vendors which were evaluated by a scoring team and a multi-departmental recommendation team. The recommendation team advised the City Manager that no services be outsourced due to a lack of potential savings, no added benefits, and potentially increased risks. All proposals were rejected in February 2011.

**INFORMATION SYSTEMS FUND BUDGET SUMMARY  
FY2014**

**REVENUES:**

Computing Services	\$16,744,708
Telephone Services	5,738,830
Radio Services	1,126,745
External Customers	926,972
Computer Support Services	725,533
Other Revenue	<u>64,993</u>

<b>TOTAL REVENUE</b>	<b>\$25,327,781</b>
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**OTHER FINANCING SOURCES:**

Use/(Source) of Fund Balance	\$0
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<b>TOTAL REVENUE AND OTHER FINANCING SOURCES</b>	<b>\$25,327,781</b>
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**EXPENDITURES:**

Personnel Services	\$11,674,463
Supplies	880,480
Contractual Services	<u>12,772,838</u>

<b>TOTAL RECURRING EXPENSES</b>	<b>\$25,327,781</b>
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**CAPITAL OUTLAY:**

Capital Outlay	<u>\$0</u>
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<b>TOTAL CAPITAL OUTLAY</b>	<b>\$0</b>
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<b>TOTAL EXPENDITURES</b>	<b>\$25,327,781</b>
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**FUND BUDGET SUMMARY****DEPARTMENT:**

INFORMATION SYSTEMS FUND

**FUND/CENTER**

PI68/0041000:0049000

**SUMMARY OF FUND RESPONSIBILITIES:**

The Information Technology Solutions (IT Solutions) Department is organized into the following groups: Administration, IT Finance and Administration, Application Services, ERP Support, Systems Support, Network Services, Security & Customer Support Services, and Business Analysis and Planning.

IT Solutions Administration provides overall department direction, as well as planning and coordination of information technology policy and procedures for all city departments. The IT Finance and Administration group is responsible for all business-administrative functions, including billing / allocations, financial management, procurement of IT equipment and services for city departments, and contract administration.

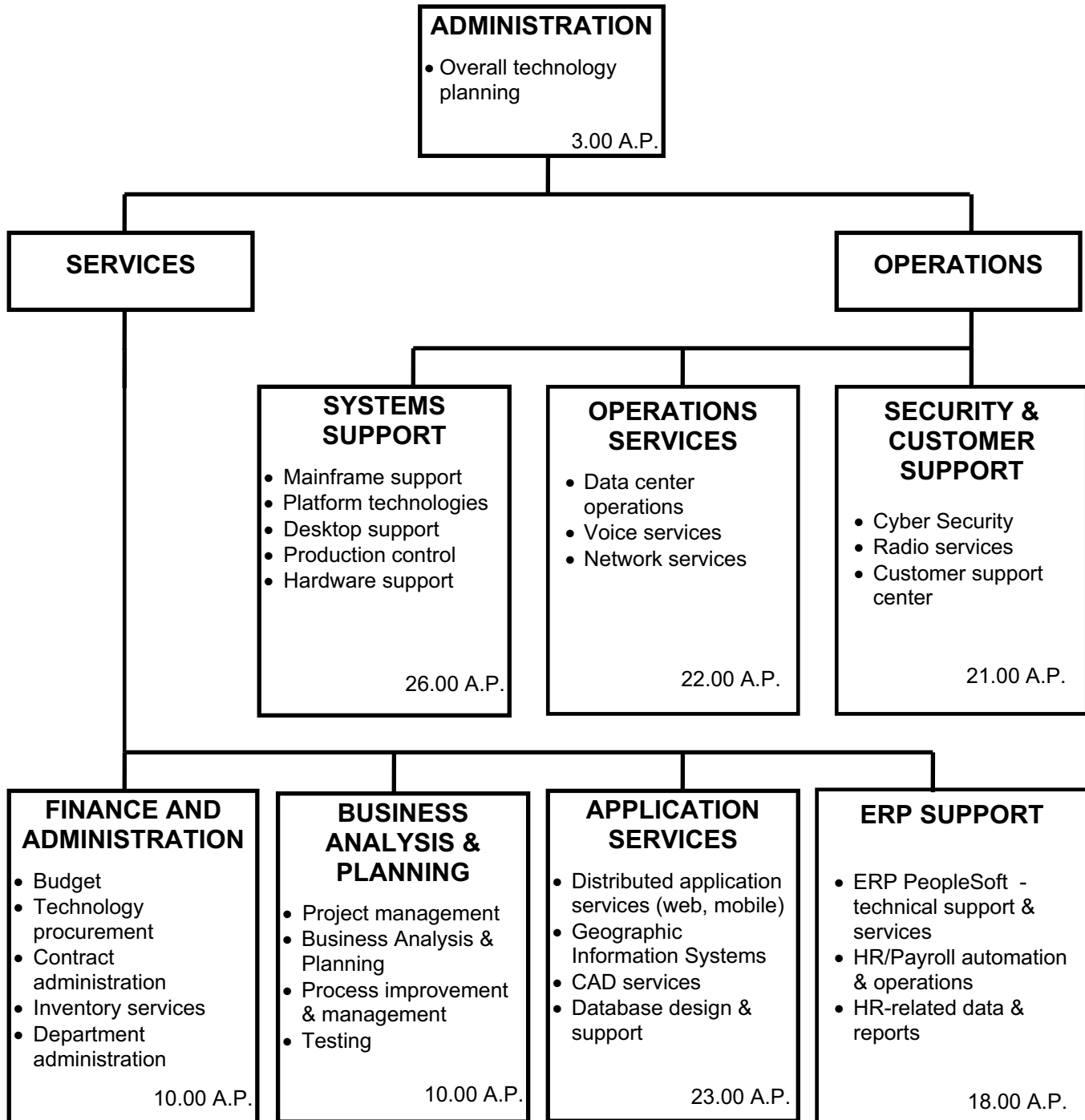
Application Services provides distributed applications support including CAD, database and GIS support. ERP Support provides technical development and support for all ERP PeopleSoft related software, HR/Payroll automation & operations and HR-related data & reports. Systems Support provides mainframe operations and programming support for the City's mainframe computer. Platform Technologies provides server and storage operations and support including email administration. Desktop Support manages the City's desktop computing functions and devices. Systems Support also provides production control and change management services.

Enterprise Architecture focuses on the identification and classification of data, the standardization and implementation of technologies, and the facilitation of technological change throughout an organization.

The Operations Services Group provides Data Center Operations, Voice Services and Network Services. Data Center Operations provides support on a 24 x 7 x 365 basis. Voice Services operates and maintains the City's telephone system. Network Services operates and maintains the City's data circuits. The Security and Customer Support Group provides Cyber Security, Radio Services and Customer Support Center. Radio Services includes technical management and development of the City's public safety and public works radio systems. Cyber Security includes monitoring and protection of the City's information systems. The Customer Support Center provides IT helpdesk services for all City departments.

<b>Allocations</b>	<b>Actual FY2012</b>	<b>Adopted FY2013</b>	<b>Proposed Budget FY2014</b>	<b>Adopted Budget FY2014</b>
<b>Personnel Services</b>	\$ 10,037,820	\$ 10,682,965	\$ 11,674,463	
<b>Supplies</b>	708,258	598,372	880,480	
<b>Contractual</b>	13,521,410	12,612,816	12,772,838	
<b>Capital Outlay</b>	342,804	22,500	0	
<b>Debt Service</b>	0	0	0	
<b>Total Expenditures</b>	\$ 24,610,292	\$ 23,916,653	\$ 25,327,781	
<b>Authorized Positions</b>	120.00	127.00	133.00	

## IT SOLUTIONS – 133.00 A.P.



## FUND STATEMENT

**FUND:**
**CAPITAL PROJECTS SERVICE FUND**

The Capital Projects Service Fund is managed by the Transportation and Public Works Department and is responsible for providing program management, engineering design, project management, surveying, right-of-way acquisition, quality control, and construction inspection services for most water, sewer, street, storm drainage, sidewalk and other infrastructure improvement projects. These services are provided through the following organizational workgroups:

The Infrastructure Design and Construction Group provides services for the technical development and project construction phases of capital project delivery. The core functions of the group include:

- Project Design / Project Management – provision of engineering services for a broad array of programs. These programs include street reconstruction (CIP), major street maintenance, development plan review, water and sanitary sewer pipeline rehabilitation, replacement and extensions and airport and park improvements.
- Construction Inspection / Management – provision of quality control and construction inspection services for most City infrastructure projects to ensure compliance with approved plans, specifications and contract documents. Also, laboratory work is provided by a materials testing group as a part of the quality control effort.
- Utility Coordination / ROW Acquisition / Surveying / Mapping – provision of utility coordination services including the coordination of franchise utility relocation efforts. Property acquisitions necessary for projects are acquired by this group. Surveying is provided for design, construction and property acquisitions. The Vault/ Technical Drawing Section within this service group is responsible for the preparation and maintenance of the City's water, sewer, and storm drainage maps.

The Program Management Office (PMO) was established by the City Manager in FY2009 and provides executive leadership to guide the delivery of capital programs and projects across the City. In FY2011 the PMO was restructured into Planning and Development Department. Also, the capital projects budgeting portion of the PMO was restructured under what is currently the Budget and Research Division of the Financial Management Services Department, which at the time was the Budget Division of the City Manager's Office. The core functions of the PMO include:

- Leadership/management of the City's high profile capital programs and projects.
- Implementation of Integrated Program Management.
- Facilitation and improvement of tracking and reporting of project/program status in partnership with the Management Team and Financial Management Services Department.
- Improving the capacity of the City capital program and project delivery systems.
- Synchronization of the City's capital planning process with the City's Comprehensive Plan.

**CAPITAL PROJECTS SERVICE FUND BUDGET SUMMARY  
FY2014**

**REVENUES:**

T/PW Capital Projects	\$5,888,045
Water Capital Projects	4,657,020
Wastewater Capital Projects	1,904,480
Contract Street Maintenance	700,637
T/PW General Fund Programs	326,836
Receipts from Other Funds	232,638
Transfer from Water and Sewer Operating Fund	200,000
Parks & Community Services General Fund	127,700
Aviation Capital Projects	120,624
Interest on Investments	25,000
Salvage Sales/Miscellaneous Revenue	19,247
Lake Worth Trust Fund	16,415
Sale of Surplus Streets	<u>10,000</u>

**TOTAL REVENUE SOURCES** \$14,228,642

**OTHER FINANCING SOURCES:**

Use/(Source) of Fund Balance \$0

**TOTAL REVENUE AND OTHER FINANCING RESOURCES** \$14,228,642

**EXPENDITURES:**

Personnel Services	\$11,344,310
Supplies	509,703
Contractual Services	<u>2,273,629</u>

**TOTAL RECURRING EXPENSES** \$14,127,642

**DEBT SERVICE AND CAPITAL OUTLAY:**

Capital Outlay	\$101,000
Debt Service	<u>0</u>

**TOTAL DEBT SERVICE AND CAPITAL OUTLAY** \$101,000

**TOTAL EXPENDITURES** \$14,228,642

**FUND BUDGET SUMMARY****DEPARTMENT:**

CAPITAL PROJECTS SERVICE FUND

**FUND/CENTER**

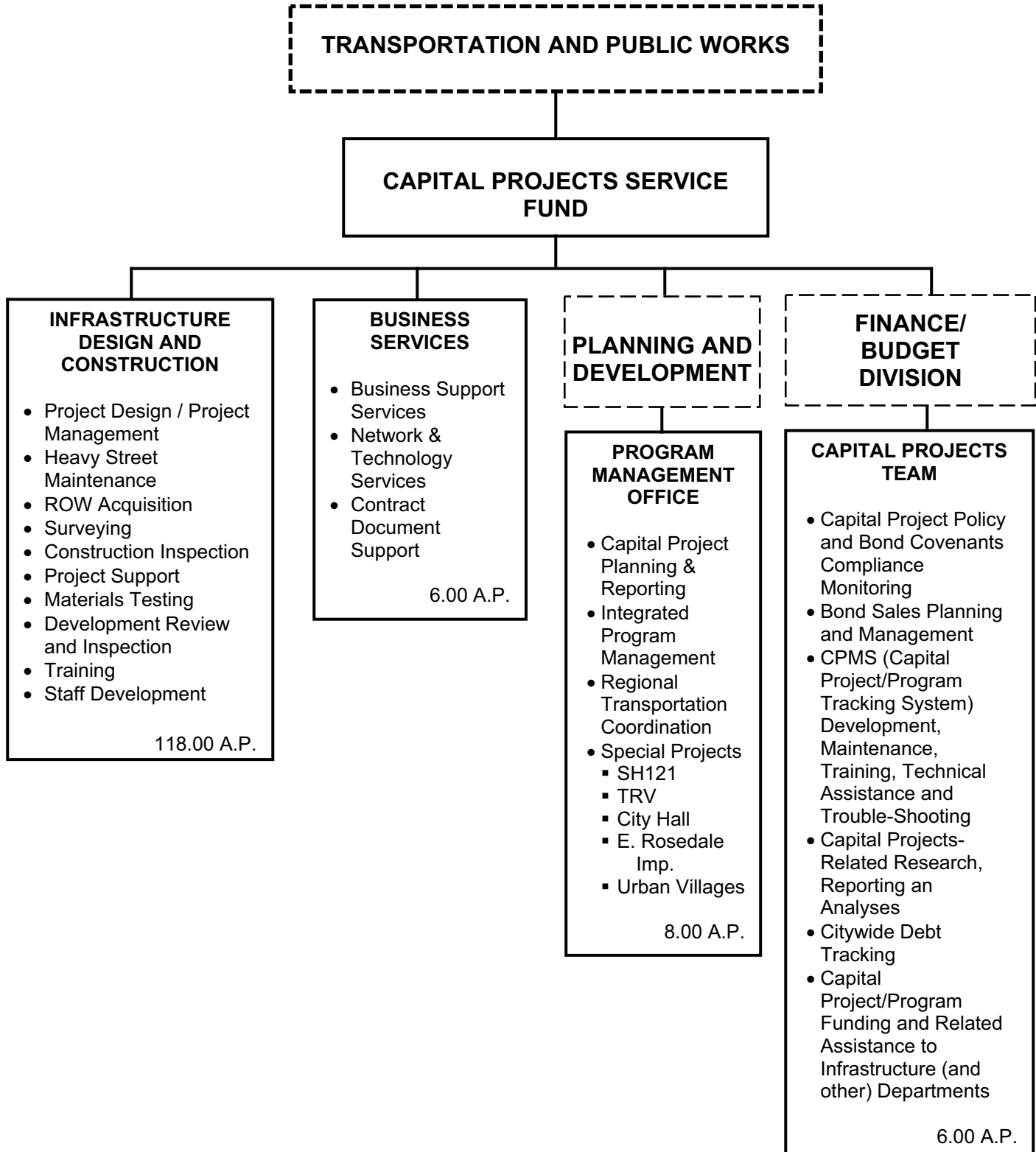
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**SUMMARY OF FUND RESPONSIBILITIES:**

The Capital Projects Service Fund through the Infrastructure Design and Construction Group provides for program management, engineering design, project management, surveying, ROW acquisition, quality control and construction inspection services for most water, sewer, street, storm drainage, sidewalk and other infrastructure improvement projects. The Fund also provides for the Program Management Office (PMO) which was established by the City Manager in FY2009 to provide executive leadership to guide the delivery of capital programs and projects across the City. The core functions of the PMO include: leadership and management of the City's high profile capital programs and projects; implementation of Integrated Program Management; facilitation and improvement of tracking and reporting of project/program status in partnership with the Management Team and Financial Management Services Department; improvement and capacity expansion of the City capital program and project delivery systems; and synchronization of the City's capital planning process with the City's Comprehensive Plan.

<b>Allocations</b>	<b>Actual FY2012</b>	<b>Adopted FY2013</b>	<b>Proposed Budget FY2014</b>	<b>Adopted Budget FY2014</b>
<b>Personnel Services</b>	\$ 11,966,623	\$ 12,337,119	\$ 11,344,310	
<b>Supplies</b>	490,939	525,877	509,703	
<b>Contractual</b>	2,154,373	2,420,987	2,273,629	
<b>Capital Outlay</b>	276,984	101,000	101,000	
<b>Total Expenditures</b>	\$ 14,888,919	\$ 15,384,983	\$ 14,228,642	
<b>Authorized Positions</b>	146.00	143.00	138.00	

## CAPITAL PROJECTS SERVICE FUND – 138.00 A. P.



**FUND STATEMENT**

**FUND:**

**OFFICE SERVICES FUND**

The Office Services Fund is an Internal Service Fund that consists of two divisions: Print Shop and Graphics.

The Print Shop fabricates identification cards for City employees, provides high-speed copying and printing, manages the City's walk-up copiers, administers contracts with copier vendors and orders supplies for copiers. Walk-up copiers are available throughout City Hall and other City facilities.

Graphics provides a full line of services, including, desktop publishing, logo creation, displays, posters, photography, camera-ready art and audio-visual checkout.

The Office Services Fund is managed by the Financial Management Services Department.

Effective with FY2014 budget the Mailroom division transferred to the Financial Management Services department General Fund.

**OFFICE SERVICES FUND BUDGET SUMMARY  
FY2014**

**REVENUES:**

Office Copy Charges	\$710,963
Supplies - Inter-Departmental Billing	381,998
Kodak Printing	209,651
Labor - Inter-Departmental Billing	119,246
Business Cards	29,561
Invoice Entry	14,031
Printing	8,898
Received From Others	3,900
Rush - Inter-Departmental Billing	3,734
Interest on Investments	700
Errands	<u>170</u>

<b>TOTAL REVENUE</b>	<b>\$1,482,852</b>
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**EXPENDITURES:**

Personnel Services	\$554,090
Supplies	230,607
Contractual Services	<u>698,155</u>

<b>TOTAL RECURRING EXPENSES</b>	<b>\$1,482,852</b>
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**CAPITAL OUTLAY:**

Capital Outlay	<u>\$0</u>
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<b>TOTAL CAPITAL OUTLAY</b>	<b>\$0</b>
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<b>TOTAL EXPENDITURES</b>	<b>\$1,482,852</b>
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**FUND BUDGET SUMMARY****DEPARTMENT:**

FINANCIAL MANAGEMENT SERVICES - REPROGRAPHICS

**FUND/CENTER**

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**SUMMARY OF FUND RESPONSIBILITIES:**

The Office Services Fund consists of two divisions: Print Shop and Graphics.

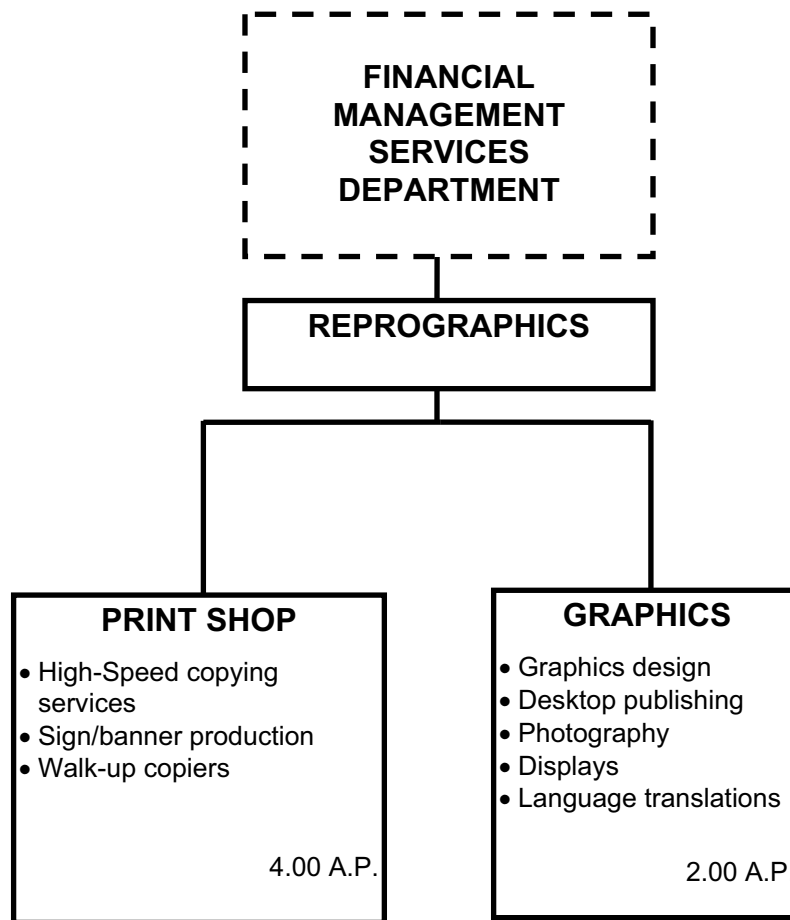
The Print Shop is responsible for engineering copy production, small scale sign and banner production and walk-up copier service.

The Graphics Division provides centralized graphic design and printing for all City departments. This Division prepares a variety of illustrative materials such as maps, sketches, charts, posters, covers, exhibits, graphs, diagrams and photographic illustrations.

\*Effective with FY2014 budget the Mailroom division transferred to the Financial Management Services department in the General Fund.

<b>Allocations</b>	<b>Actual FY2012</b>	<b>Adopted FY2013</b>	<b>Proposed Budget FY2014</b>	<b>Adopted Budget FY2014</b>
<b>Personnel Services</b>	\$ 635,026	\$ 695,811	\$ 554,090	
<b>Supplies</b>	228,957	181,126	230,607	
<b>Contractual</b>	867,108	763,796	698,155	
<b>Capital Outlay</b>	0	0	0	
<b>Total Expenditures</b>	\$ 1,731,091	\$ 1,640,733	\$ 1,482,852	
<b>Authorized Positions</b>	9.00	9.00	6.00	

**OFFICE SERVICES FUND - 6.00 A. P.**



**FUND STATEMENT****FUND:****TEMPORARY LABOR FUND**

The Temporary Labor Fund is a City of Fort Worth Internal Service Fund. The Fund was established to provide a centralized temporary employee source for all City departments.

In 1987, a study was conducted regarding contracting the City's temporary labor service to an entity outside the City. However, it was found to be more cost-effective for the City to provide the service in-house. In fact, it was estimated that the City's provision of such services could potentially save the City 38 to 40 percent. Thus, the Temporary Labor Fund was established in October 1987.

The Human Resources Department (HR) manages the Temporary Labor Fund, which is responsible for recruiting and referring qualified applicants to fill City departments' temporary staffing needs. The service allows departments to operate at maximum efficiency during peak workload periods, vacation periods, extended leaves of absence and under other circumstances that create temporary staffing challenges.

Human Resources is responsible for performing the pre-screening and testing of all potential temporary labor pool employees. Thus, the Department is able to monitor temporary employees to ensure that they meet the test score, experience, typing and education requirements of the City's regular/permanent positions.

Departments utilizing Temporary Labor's services are billed by the Fund for the temporary employee's salary and all associated administrative costs. There are an average of 45 temporary employees working in a variety of City departments during any given pay period.

A temporary assignment typically lasts from one day to six months. However, extensions beyond a six-month period may be granted on an as-needed basis.

**TEMPORARY LABOR FUND BUDGET SUMMARY  
FY2014**

**REVENUES:**

Labor Charges and Overhead	<u>\$982,620</u>
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<b>TOTAL REVENUE</b>	<b>\$982,620</b>
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Use/(Source) of Fund Balance	\$0
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<b>TOTAL REVENUE AND OTHER FINANCING SOURCES</b>	<b>\$982,620</b>
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**EXPENDITURES:**

Personnel Services	\$960,649
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Supplies	300
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Contractual Services	<u>21,671</u>
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<b>TOTAL RECURRING EXPENSES</b>	<b>\$982,620</b>
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**DEBT SERVICE AND CAPITAL OUTLAY:**

Capital Outlay	\$0
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Debt Service	<u>0</u>
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<b>TOTAL DEBT SERVICE AND CAPITAL OUTLAY</b>	<b>\$0</b>
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<b>TOTAL EXPENDITURES</b>	<b>\$982,620</b>
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**FUND BUDGET SUMMARY****DEPARTMENT:**

TEMPORARY LABOR FUND

**FUND/CENTER**

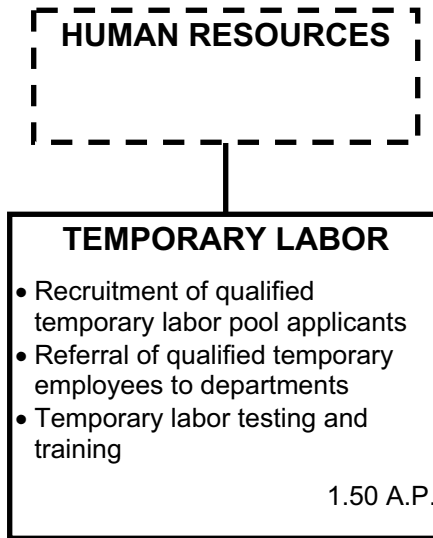
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**SUMMARY OF FUND RESPONSIBILITIES:**

The Temporary Labor Fund, with Human Resources Department oversight, provides temporary employees to meet the City's short-term administrative and clerical needs. The Temporary Labor staff manages a top-quality temporary labor pool to fill all City departmental requests. The Temporary Labor Fund ensures quality service by performing the pre-screening and testing of all applicants for temporary positions. The staff also functions as a liaison between City departments and the temporary labor pool, scheduling and coordinating the temporary employees in the most efficient and effective manner possible.

<b>Allocations</b>	<b>Actual FY2012</b>	<b>Adopted FY2013</b>	<b>Proposed Budget FY2014</b>	<b>Adopted Budget FY2014</b>
<b>Personnel Services</b>	\$ 784,128	\$ 1,032,981	\$ 960,649	
<b>Supplies</b>	296	300	300	
<b>Contractual</b>	20,777	20,597	21,671	
<b>Capital Outlay</b>	0	0	0	
<b>Total Expenditures</b>	\$ 805,201	\$ 1,053,878	\$ 982,620	
<b>Authorized Positions</b>	1.20	1.10	1.50	

## TEMPORARY LABOR FUND- 1.50 A.P.



## FUND STATEMENT

**FUND:**
**INSURANCE**

The Financial Management Services Department manages the Risk Management Fund and is responsible for property and liability insurance and claims management, coordinating loss identification, reduction, and prevention programs. The Human Resources Department administers the City's Unemployment Compensation and Workers' Compensation funds and oversees the Health and Life Insurance Fund for the group medical benefits program for active and retired city employees.

Insurance program revenues primarily come from transfer payments from other City departments. The Group Health and Life Insurance Fund also derive revenue from active and retired City employee contributions. Revenue is budgeted based on expected cash expenditures required to meet current year expenses, as well as payments towards prior years' incurred expenses.

The designated insurance operating funds are as follows:

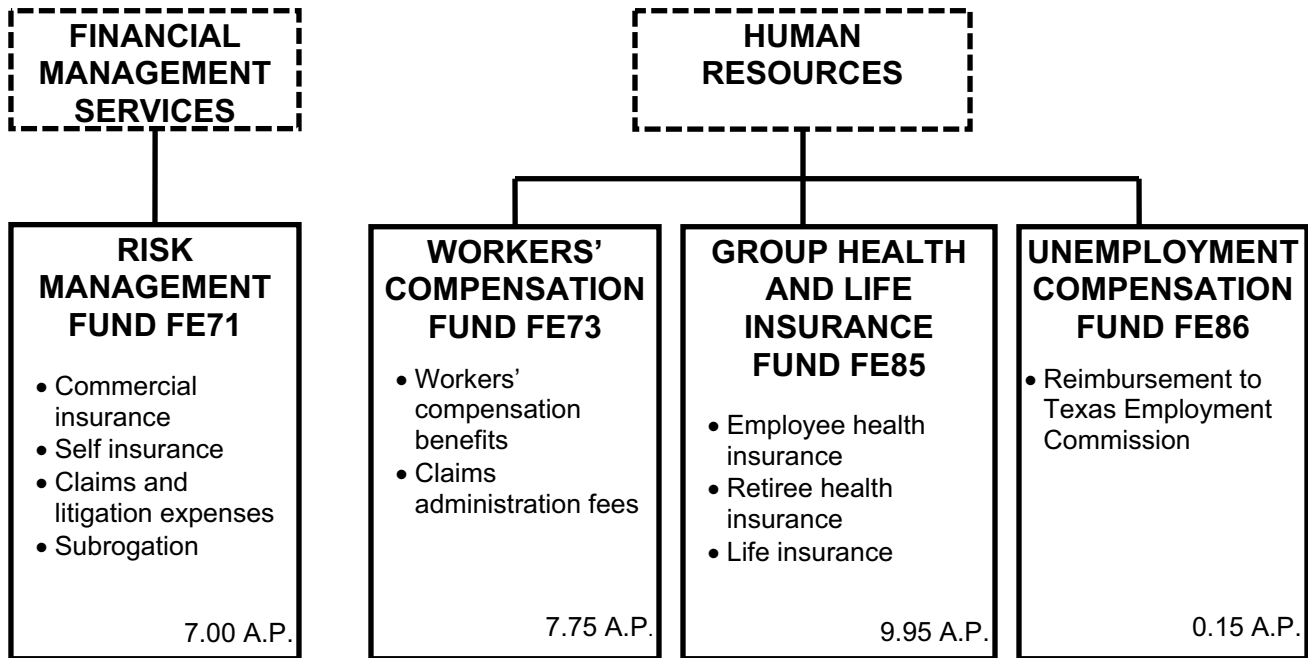
**RISK MANAGEMENT (Financial Management Services Department):** The Risk Management Division manages the Risk Management Fund, which is comprised of the City's commercial and self-insured programs, claims and litigation management and subrogation programs. Risk Management focuses on controlling losses and costs incurred by the City, and provide an integrated program responsible for the protection and preservation of the City's resources and assets through loss prevention, loss control and loss financing. The goals of risk management are first, to minimize the threat of accidents and other forms of risk, and second, to minimize the impact when losses occur. Protection and preservation of city resources and assets are accomplished by identifying and analyzing accidental and unforeseen risks facing the city and developing remedies to effectively deal with those risks. A central feature of impact minimization efforts is the securing of appropriate insurance protection or risk transfer method.

**GROUP HEALTH AND LIFE INSURANCE (Human Resources Department):** Since FY2002 the City has been self-insured for the medical benefits it offers City employees, retirees, and their eligible spouses and/or dependents. However, the City is reinsured with excess coverage as follows: \$750,000 Specific Stop Loss insurance per person per plan year. The City also provides a basic \$10,000 life insurance policy for each eligible full-time, permanent employee, at no cost to the employee. An additional \$10,000 for Accidental Death and Dismemberment (AD&D) is also included. A \$5,000 death benefit is provided for each eligible retiree from the Retired Employees Group Death Benefit Fund.

**WORKERS' COMPENSATION (Human Resources Department):** This program is self-insured, with single incident excess insurance maintained with a \$750,000 Self-Insured Retention (SIR) and Employer's Liability Insurance at a \$1,000,000 per occurrence limit and \$3,000,000 policy aggregate limit. A third party administrator handles claims.

**UNEMPLOYMENT COMPENSATION (Human Resources Department):** The City is a reimbursing agency for unemployment compensation. The Texas Workforce Commission (TWC) sends quarterly reports to the city concerning claims that are paid on behalf of the City to eligible former employees. Human Resources personnel then review all claims and file reports to TWC accordingly.

## INSURANCE – 23.95 A. P.





**RISK MANAGEMENT FUND BUDGET SUMMARY  
FY2014**

**REVENUES:**

City Fund Contributions*	
Capital Projects Service Fund	\$0
Culture and Tourism Fund	0
Environmental Protection Fund	0
Equipment Services Fund	0
General Fund	0
Information Systems Fund	0
Municipal Airports Fund	0
Municipal Golf Fund	0
Municipal Parking Fund	0
Solid Waste Fund	0
Stormwater Utility Fund	0
Water and Sewer Fund	<u>0</u>
	\$0
 Others:	
Interest on Investments	\$0
 <b>TOTAL CITY CONTRIBUTIONS</b>	 <b>\$0</b>

**OTHER FINANCING SOURCES:**

Use/(Source) of Fund Balance	<u>\$7,042,898</u>
 <b>TOTAL REVENUE AND OTHER FINANCING SOURCES</b>	 <b>\$7,042,898</b>

**EXPENDITURES:**

Personnel Services	\$686,795
Supplies	10,499
Contractual Services	<u>6,345,604</u>
 <b>TOTAL EXPENDITURES</b>	 <b>\$7,042,898</b>

\*FY2014 budget eliminated the Risk Management fund transfer organization-wide.  
Transfer to the fund will resume in FY 2015.

**FORT WORTH**

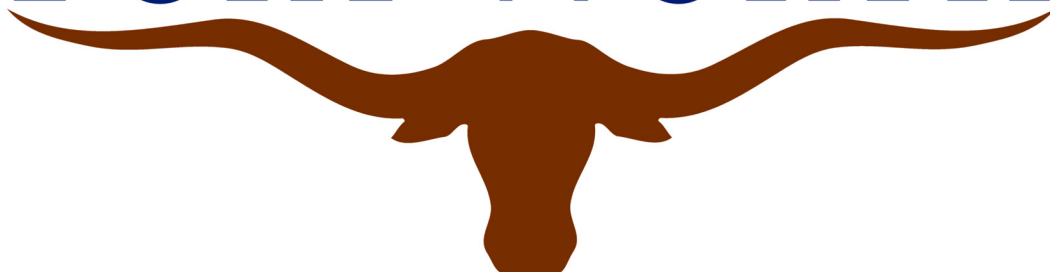


**FUND BUDGET SUMMARY****DEPARTMENT:****RISK MANAGEMENT FUND****FUND/CENTER****FE71/0137110:0139010****SUMMARY OF FUND RESPONSIBILITIES:**

The Risk Management Division of the Financial Management Services Department manages the Risk Management Fund, which is comprised of the City's commercial and self-insured programs, claims and litigation management and subrogation programs. Risk Management focuses on controlling losses and costs incurred by the City and providing an integrated program responsible for the protection and preservation of the City's resources and assets through loss prevention, loss control and loss financing. The goals of risk management are to minimize the threat of accidents and other forms of risk and to minimize the impact when losses occur. Protection and preservation of City resources and assets are accomplished by identifying and analyzing accidental and unforeseen risks facing the City and developing remedies to effectively deal with those risks. A central feature of impact minimization efforts is the securing of appropriate insurance protection or risk transfer method.

<b>Allocations</b>	<b>Actual FY2012</b>	<b>Adopted FY2013</b>	<b>Proposed Budget FY2014</b>	<b>Adopted Budget FY2014</b>
<b>Personnel Services</b>	\$ 582,740	\$ 609,621	\$ 686,795	
<b>Supplies</b>	5,305	9,000	10,499	
<b>Contractual</b>	4,176,617	7,411,091	6,345,604	
<b>Total Expenditures</b>	\$ 4,764,662	\$ 8,029,712	\$ 7,042,898	
<b>Authorized Positions</b>	7.00	7.00	7.00	

**FORT WORTH**



**WORKERS' COMPENSATION FUND BUDGET SUMMARY  
FY2014**

**REVENUES:**

City Fund Contributions:	
Capital Projects Service Fund	\$169,840
Culture and Tourism Fund	81,148
Environmental Protection Fund	10,308
Equipment Services Fund	416,761
General Fund	8,665,435
Group Health & Life Insurance Fund	3,594
Information Systems Fund	52,311
Municipal Airports Fund	26,217
Municipal Golf Fund	20,566
Municipal Parking Fund	19,581
Office Services Fund	7,414
Red Light Enforcement Fund	17,077
Risk Management Fund	2,780
Solid Waste Fund	101,807
Storm Water Utility Fund	218,681
Temporary Labor Fund	437
Unemployment Fund	60
Water and Sewer Fund	2,059,036
Worker's Comp Fund	<u>3,309</u>
	\$11,876,362
Others:	
Interest on Investment	\$42,226
Miscellaneous Revenue	<u>1,198,543</u>
	\$1,240,769
<b>TOTAL REVENUE</b>	<b>\$13,117,131</b>

**OTHER FINANCING SOURCES**

Use/(Source) of Fund Balance	<u>\$0</u>
<b>TOTAL REVENUE</b>	<b>\$13,117,131</b>

**EXPENDITURES:**

Personnel Services	\$669,804
Supplies	20,444
Contractual Services	<u>12,426,883</u>
<b>TOTAL EXPENDITURES</b>	<b>\$13,117,131</b>

**FORT WORTH**



**FUND BUDGET SUMMARY****DEPARTMENT:****WORKERS' COMPENSATION FUND****FUND/CENTER****FE73/0147310****SUMMARY OF FUND RESPONSIBILITIES:**

The Workers' Compensation Fund provides statutorily-mandated workers' compensation benefits to City employees who are injured in the course and scope of employment for which compensation is payable under the Texas Workers' Compensation Act. Fund expenditures are experience-rated, based on actual workers' compensation claims for the previous three years of claims experience, as well as administrative costs for the upcoming year. Fund expenditures include indemnity medical, legal, administrative and other occupational health and safety-related costs. Workers' Compensation Fund revenue comes from all City operating funds, capital projects and other miscellaneous sources.

<b>Allocations</b>	<b>Actual FY2012</b>	<b>Adopted FY2013</b>	<b>Proposed Budget FY2014</b>	<b>Adopted Budget FY2014</b>
<b>Personnel Services</b>	\$ 597,824	\$ 654,069	\$ 669,804	
<b>Supplies</b>	27,532	22,557	20,444	
<b>Contractual</b>	11,784,434	11,988,975	12,426,883	
<b>Total Expenditures</b>	\$ 12,409,790	\$ 12,665,601	\$ 13,117,131	
<b>Authorized Positions</b>	6.35	7.45	7.75	

**FORT WORTH**





**GROUP HEALTH AND LIFE INSURANCE FUND BUDGET SUMMARY  
FY2014**

**REVENUES:**

	Active Employee <u>Requirement</u>	Retiree <u>Requirement</u>	<u>Total</u>
<b>City Fund Contributions</b>			
Capital Projects Service Fund	\$1,052,448	\$0	\$1,052,448
Crime Control and Prevention District Fund	2,197,572	0	2,197,572
Culture and Tourism Fund	902,688	16,192	918,880
Environmental Protection Fund	189,732	0	189,732
Equipment Services Fund	840,780	638,489	1,479,269
General Fund	36,777,084	17,969,402	54,746,486
Group Health & Life Insurance Fund	51,420	0	51,420
Information Systems Fund	934,044	388,620	1,322,664
Municipal Airports Fund	110,976	89,059	200,035
Municipal Golf Fund	287,148	40,481	327,629
Municipal Parking Fund	54,960	0	54,960
Office Service Fund	44,064	56,674	100,738
Red Light Enforcement Fund	330,132	0	330,132
Risk Management Fund	62,712	97,155	159,867
Solid Waste Fund	568,596	388,620	957,216
Storm Water Utility Fund	772,608	8,096	780,704
Temporary Labor Fund	10,212	0	10,212
Unemployment Fund	1,980	0	1,980
Water and Sewer Fund	6,882,468	2,871,939	9,754,407
Worker's Comp Fund	<u>45,840</u>	<u>0</u>	<u>45,840</u>
<b>TOTAL REVENUE</b>	\$52,117,464	\$22,564,727	\$74,682,191

**OTHER FINANCING SOURCES:**

Interest on Investments	\$300,000
Miscellaneous Revenue	959,629
Contributions for Medical Coverage:	
Active Employees and Dependents	19,075,830
Retirees and Dependents	<u>7,604,335</u>
	\$27,939,794
<b>TOTAL REVENUES</b>	\$102,621,985
Use/(Source) of Fund Balance	\$511,062
<b>TOTAL REVENUE AND OTHER FINANCING SOURCES</b>	\$103,133,047

**EXPENDITURES:**

Medical Claims and Services-Active Employees and Dependents	\$64,547,666
Medical Claims and Services-Retirees and Dependents	35,157,904
Wellness - Health Maintenance	1,175,562
Wellness Benefits Administration	874,960
Medicare Advantage Premium	1,235,257
Basic Life Insurance	<u>141,698</u>
<b>TOTAL EXPENDITURES</b>	\$103,133,047

**FORT WORTH**



**FUND BUDGET SUMMARY****DEPARTMENT:****GROUP HEALTH AND LIFE INSURANCE****FUND/CENTER****FE85/0148500:0148540****SUMMARY OF FUND RESPONSIBILITIES:**

Funds for the health insurance for employees, retirees, and their dependents plus basic life insurance for employees are budgeted in the Group Health and Life Insurance Fund. Since FY2002 the Group Health and Life Insurance Fund budget has included funds for the Employees' Wellness Program. Fund revenues come from active employee and retiree contributions, contributions from City funds, interest on investments, rebates on prescription drugs claims, and basic life insurance reimbursement.

The total FY2014 revenue for group health care and basic life coverage includes interest and other income. When determining the revenue contribution ratio, without the use of fund balance reserves and other income, the City contributes approximately 70% and employees and retirees contribute approximately 30%.

In order to maintain a 15% required fund reserve balance and because of increasing cost, the health plan will increase by 2.7% across the board in City, employee and retiree contributions.

Depending upon the coverage selected by an employee, the 2.7% increase would result in an increase of \$1.78 per month for an employee only coverage and an increase of \$15.08 per month for employee plus family coverage.

<b>Allocations</b>	<b>Actual FY2012</b>	<b>Adopted FY2013</b>	<b>Proposed Budget FY2014</b>	<b>Adopted Budget FY2014</b>
<b>Personnel Services</b>	\$ 658,677	\$ 691,321	\$ 799,652	
<b>Supplies</b>	24,927	28,198	30,826	
<b>Contractual</b>	89,552,016	97,808,347	102,302,569	
<b>Capital Outlay</b>	0	0	0	
<b>Total Expenditures</b>	\$ 90,235,620	\$ 98,527,867	\$ 103,133,047	
<b>Authorized Positions</b>	10.00	9.05	9.95	

**FORT WORTH**



**UNEMPLOYMENT COMPENSATION FUND BUDGET SUMMARY  
FY2014**

**REVENUES:**

City Fund Contributions	
Capital Project Services	\$11,066
Crime Control and Prevention District	15,090
Culture and Tourism Fund	10,215
Environmental Protection Fund	1,842
Equipment Services Fund	8,203
General Fund	344,487
Group Health Fund	700
Information Systems Fund	9,828
Municipal Airports Fund	1,857
Municipal Golf Fund	2,941
Municipal Parking Fund	929
Office Services Fund	696
Red Light Enforcement	3,328
Risk Management Fund	542
Solid Waste Fund	6,423
Storm Water Utility Fund	8,900
Temporary Labor Fund	85
Unemployment Compensation Fund	12
Water and Sewer Fund	72,279
Worker's Compensation Fund	<u>577</u>
	\$500,000
Others:	
Interest on Investments	\$719
<b>TOTAL REVENUE</b>	<b>\$500,719</b>

**OTHER FINANCING SOURCES:**

Uses/(Source) of Fund Balance	<u>\$21,751</u>
<b>TOTAL REVENUE AND OTHER FINANCING SOURCES</b>	<b>\$522,470</b>

**EXPENDITURES:**

Personnel Services	\$18,267
Contractual Services	<u>504,203</u>
<b>TOTAL EXPENDITURES</b>	<b>\$522,470</b>

**FORT WORTH**



## FUND BUDGET SUMMARY

**DEPARTMENT:**

UNEMPLOYMENT COMPENSATION FUND

**FUND/CENTER**

FE86/0148610

**SUMMARY OF FUND RESPONSIBILITIES:**

The Unemployment Compensation Fund is responsible for providing reimbursement payments to the State-mandated, employer-paid unemployment insurance program. Unemployed former employees who received base period wages may be eligible for payments. Fund revenue comes from all City operating funds and other financing sources. Fund expenditures include reimbursement payments to the Texas Workforce Commission as well as administrative costs for the upcoming year.

<b>Allocations</b>	<b>Actual FY2012</b>	<b>Adopted FY2013</b>	<b>Proposed Budget FY2014</b>	<b>Adopted Budget FY2014</b>
<b>Personnel Services</b>	\$ 20,118	\$ 16,830	\$ 18,267	
<b>Contractual</b>	339,307	704,207	504,203	
<b>Total Expenditures</b>	\$ 359,425	\$ 721,037	\$ 522,470	
<b>Authorized Positions</b>	0.20	0.15	0.15	

**FORT WORTH**





## FUND STATEMENT

**FUND:**
**CULTURE AND TOURISM FUND**

The Culture and Tourism Fund is a special fund of the City of Fort Worth, established in 1989 to provide funding to enhance tourism and promote, develop, and maintain cultural activities in Fort Worth.

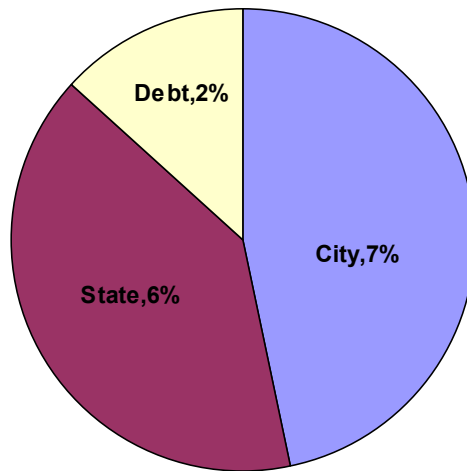
The Culture and Tourism Fund is supported by three primary revenue sources: the hotel and motel occupancy tax (HOT), the Dallas/Fort Worth (DFW) revenue sharing and revenues generated by the Fort Worth Convention Center and the Will Rogers Memorial Center.

In FY1998, the City acquired the Fort Worth Convention Center, expanding the Public Events Department facilities beyond the Will Rogers Memorial Center. Funding has been allocated in the Culture and Tourism Fund for the Public Events Department's operations as well as the debt service for the Fort Worth Convention Center.

The Fund also provides funding for the operations of the Fort Worth Convention & Visitor's Bureau.

In FY2010, the entire Public Events department was moved from the General Fund to the Culture and Tourism Fund. This was done to more closely align the Department's revenues and expenditures, particularly with regard to the impact its activities have on the HOT.

The HOT captures revenues collected from hotels, motels, and bed and breakfasts, as well as condominiums, apartments, and houses rented for less than 30 consecutive days. The current HOT rate of 15% levied on every room night charge is split 7% for the City, 6% for the State and the remaining 2% for debt service for the Fort Worth Convention Center. The following chart illustrates the allocation of the HOT rate.



**Proposed FY2014 Hotel Occupancy Tax (HOT) rate (15%)**

**CULTURE AND TOURISM FUND BUDGET SUMMARY  
FY2014**

**REVENUES:**

Hotel/Motel Occupancy Tax	\$16,610,566
Hotel/Motel Occupancy Tax - Convention Center	4,685,032
Interest/Penalty	85,000
Public Events	7,625,375
Revenue Sharing (Car Rental)	4,800,000
Senate Bill 1523	<u>1,631,096</u>
<b>TOTAL REVENUE</b>	<b>\$35,437,069</b>

**OTHER FINANCING SOURCES**

Use/(Source) of Fund Balance	<u>\$0</u>
<b>TOTAL REVENUE AND OTHER FINANCIAL SOURCES</b>	<b>\$35,437,069</b>

**EXPENDITURES:**

Personnel Services	\$8,553,977
Supplies	2,195,940
Contractual Services	<u>16,521,738</u>
<b>TOTAL RECURRING EXPENSES</b>	<b>\$27,271,655</b>

**DEBT SERVICE AND CAPITAL OUTLAY:**

Capital Outlay	\$893,670
Debt Service	<u>7,271,744</u>
<b>TOTAL DEBT SERVICE AND CAPITAL OUTLAY</b>	<b>\$8,165,414</b>
<b>TOTAL EXPENDITURES</b>	<b>\$35,437,069</b>

**FUND BUDGET SUMMARY****DEPARTMENT:**

CULTURE AND TOURISM

**FUND/CENTER**

GG04/0240100:0246030

**SUMMARY OF FUND RESPONSIBILITIES:**

The Culture and Tourism Fund promotes increased economic activity through visitor spending generated by events held at the Fort Worth Convention Center (FWCC) and the Will Rogers Memorial Center (WRMC). The Convention and Visitor's Bureau (CVB) has a contract with the City to market the destination to meeting planners and visitors.

All activities in this fund are supported through the collection of hotel and motel occupancy taxes, the DFW revenue sharing and revenues generated by events scheduled at the Fort Worth Convention Center and the Will Rogers Memorial Center.

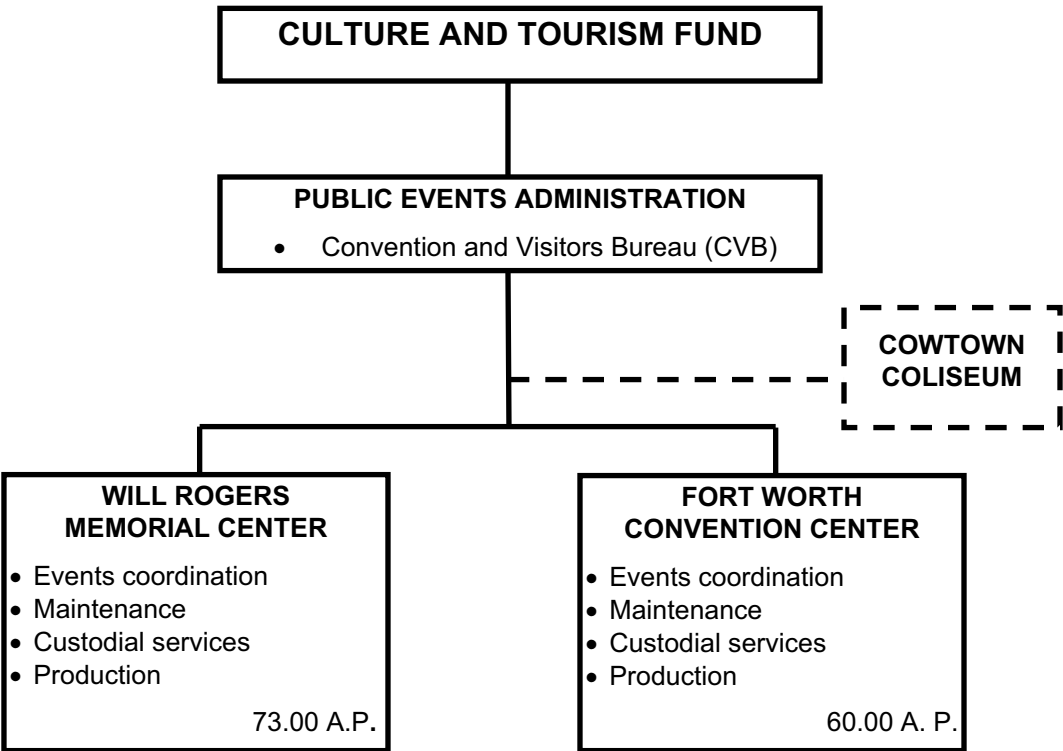
The Public Events administration is responsible for operating and maintaining both the Fort Worth Convention Center and the Will Rogers Memorial Center. Events are scheduled and held at these facilities most days during the year. The venues host national, regional and state conventions, conferences, world-class equestrian events, concerts, sporting events, theatrical performances, community events and the Southwestern Exposition and Livestock Show.

The Convention and Visitor's Bureau is a contractor with the City and serves to enhance tourism and promote activities in Fort Worth. In addition to these responsibilities, the CVB also manages the full-time operations of the Fort Worth Herd.

Revenues from this fund are used to cover operating costs for the Public Events Department, the contract with the Convention and Visitor's Bureau and the debt associated with the Convention Center expansion and the new multi-purpose facility at Will Rogers Memorial Center.

<b>Allocations</b>	<b>Actual FY2012</b>	<b>Adopted FY2013</b>	<b>Proposed Budget FY2014</b>	<b>Adopted Budget FY2014</b>
<b>Personnel Services</b>	\$ 7,892,198	\$ 8,340,875	\$ 8,553,977	
<b>Supplies</b>	1,342,707	1,223,338	2,195,940	
<b>Contractual</b>	19,619,869	16,172,478	16,521,738	
<b>Capital Outlay</b>	0	473,427	893,670	
<b>Debt Service</b>	7,226,545	7,247,495	7,271,744	
<b>Total Expenditures</b>	\$ 36,081,319	\$ 33,457,613	\$ 35,437,069	
<b>Authorized Positions</b>	126.00	132.00	133.00	

**CULTURE AND TOURISM FUND – 133.00 A.P.**



**FUND STATEMENT****FUND:****ENVIRONMENTAL PROTECTION FUND**

The Environmental Protection Fund (formerly named Environmental Management Fund) was established in 1992 to provide funds to meet the expanding environmental needs of the City. Currently, much of the Fund is devoted to implementing and monitoring the City's Stormwater Permit Program. The permit, granted by the Texas Commission on Environmental Quality, became effective on February 22, 2006. Funds not designated for the permit are primarily utilized for environmental compliance on City properties including hazardous waste issues, storage tank compliance, site cleanup, etc. Remaining funds are used for emergency environmental situations, such as chemical spills and special needs, such as asbestos abatement at City-owned properties.

The Transportation and Public Works Department manages the Environmental Protection Fund (since FY2011), and is responsible for the oversight of all personnel and projects implemented under the Fund. Currently, the areas receiving funding include: Undesignated (special projects), Regulatory/Administration, Stormwater Construction/Industrial Inspection, Stormwater Monitoring (including Emergency Spill Response), the Environmental Collection Center and Household Hazardous Waste Program, Compliance, Public Education and Air Quality Program.

The Environmental Protection Fund is supported by: the Environmental Protection Fee, which is charged on residential and commercial water bills; revenue from the Environmental Collection Center (ECC), which is collected from entities contracting with the ECC for household hazardous waste management; interest on investments and a transfer from the Solid Waste Fund.

The Environmental Protection Fee is a monthly charge that varies based upon customer category. The last rate change was in 1996 and affected commercial/industrial properties. Homeowners and apartment complex customers are charged \$0.50; municipal and non-profit organizations are charged \$0.75; residential duplexes are charged \$1.00; commercial properties are charged \$10.00; commercial multi-unit properties are charged \$20.00; and industrial properties are charged \$35.00.

**ENVIRONMENTAL PROTECTION FUND BUDGET SUMMARY  
FY2014**

**REVENUES:**

Environmental Protection Fee	\$3,331,655
Participating Cities in the Environmental Collection Center	760,000
Transfer from Solid Waste Enterprise Fund	373,049
Interest on Investments	60,000
Miscellaneous Revenue	<u>30,527</u>

<b>TOTAL REVENUE</b>	<b>\$4,555,231</b>
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**OTHER FINANCING SOURCES:**

Use/(Source) of Fund Balance	<u>\$187,685</u>
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<b>TOTAL REVENUE AND OTHER FINANCING SOURCES</b>	<b>\$4,742,916</b>
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**EXPENDITURES:**

Personnel Services	\$1,796,993
Supplies	202,776
Contractual Services	<u>2,370,405</u>

<b>TOTAL RECURRING EXPENSES</b>	<b>\$4,370,174</b>
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**DEBT SERVICE AND CAPITAL OUTLAY:**

Capital Outlay	\$56,000
Debt Service	<u>316,742</u>

<b>TOTAL DEBT SERVICE AND CAPITAL OUTLAY</b>	<b>\$372,742</b>
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<b>TOTAL EXPENDITURES</b>	<b>\$4,742,916</b>
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**FUND BUDGET SUMMARY****DEPARTMENT:****ENVIRONMENTAL PROTECTION FUND****FUND/CENTER****R103/0201100:0204106****SUMMARY OF FUND RESPONSIBILITIES:**

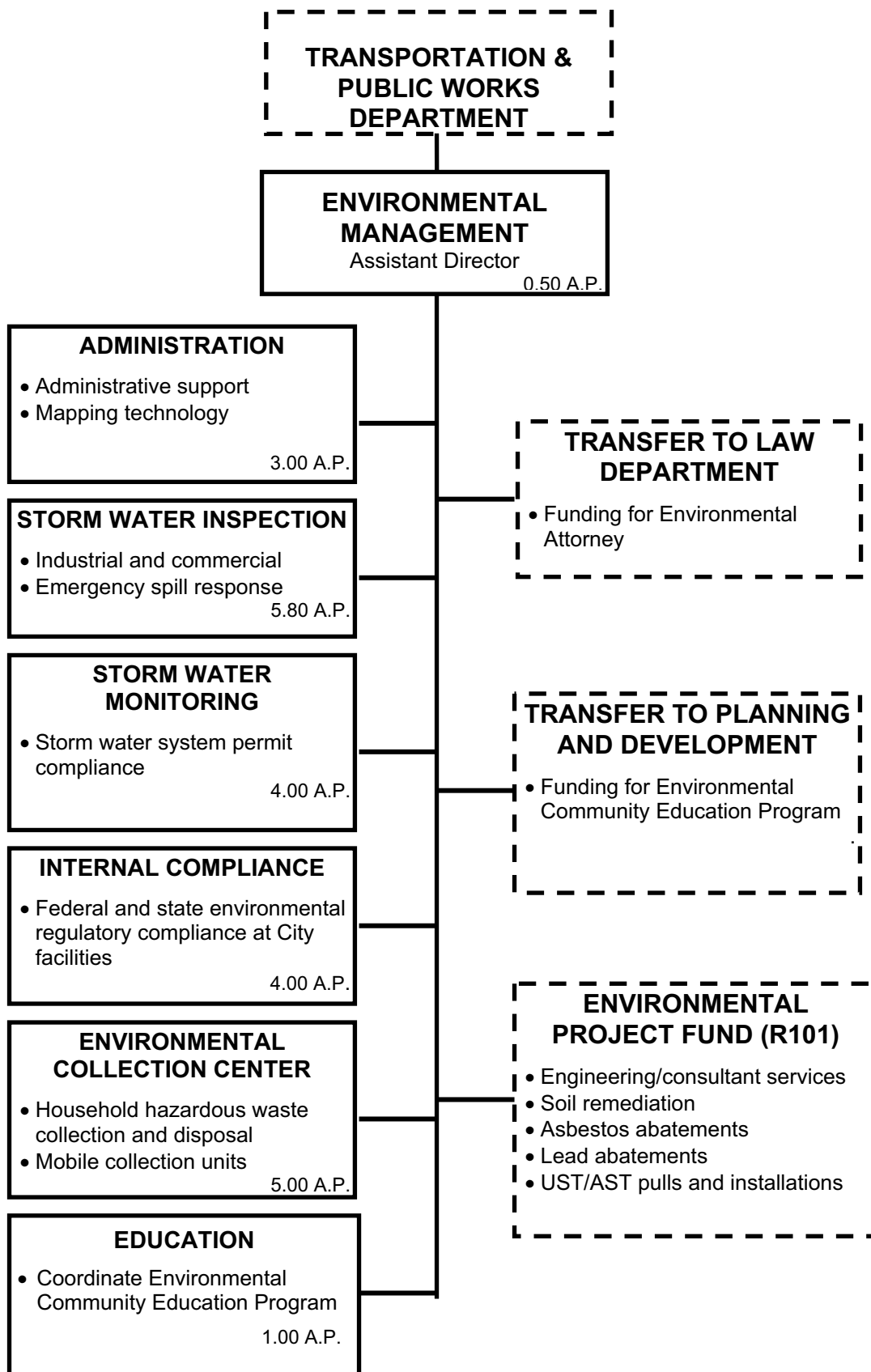
The Environmental Protection Fund is used to ensure that the City is in compliance, or developing means to achieve compliance, with its Texas Pollutant Discharge Elimination System (TPDES) Stormwater permit, as well as other state and federal environmental regulations. As part of the citywide reorganization in FY2011, the Transportation and Public Works Department is currently overseeing the Fund. The Fund supports the following sections: Undesignated, Compliance, Regulatory/Administration, Stormwater Construction/ Industrial Inspection, Stormwater Monitoring, the Environmental Collection Center (household hazardous waste) and Public Education.

The undesignated funds will be used in emergency situations to fund major compliance issue projects. The Compliance Unit performs the tasks required to keep the City's facilities and operations in compliance with state and federal environmental regulations. The Regulatory/Administrative Section is responsible for the interpretation of all federal and state environmental regulations, Brownfields EPA Grant Program oversight and administrative/fiscal support. Stormwater Construction/Industrial Inspection performs reviews of construction/ industrial permit applications, plans, and sites. The Stormwater Monitoring Unit performs citywide sample collection and analysis regarding the quality of stormwater and responds to spills that could adversely affect the stormwater system. The Environmental Collection Center (ECC) collects and disposes household hazardous waste for City of Fort Worth residents as well as 45 participating entities. Mobile collection units are also part of ECC operations.

The Environmental Services Division is responsible for tracking, monitoring and enforcing the City's Texas Pollutant Discharge Elimination System (TPDES) permit. Inspectors work with the regulated community including the City and its contractors on permit compliance requirements. Notices of Violation along with citations are issued by the Environmental Division staff.

<b>Allocations</b>	<b>Actual FY2012</b>	<b>Adopted FY2013</b>	<b>Proposed Budget FY2014</b>	<b>Adopted Budget FY2014</b>
<b>Personnel Services</b>	\$ 1,788,591	\$ 1,868,631	\$ 1,796,993	
<b>Supplies</b>	169,189	206,381	202,776	
<b>Contractual</b>	2,079,699	2,770,004	2,370,405	
<b>Capital Outlay</b>	38,504	75,500	56,000	
<b>Debt Service</b>	316,037	316,741	316,742	
<b>Total Expenditures</b>	\$ 4,392,020	\$ 5,237,257	\$ 4,742,916	
<b>Authorized Positions</b>	23.50	23.80	23.30	

## ENVIRONMENTAL PROTECTION FUND – 23.30 A.P.





**FUND STATEMENT****FUND:****RED LIGHT ENFORCEMENT FUND**

The City initiated the Red Light Enforcement Program on January 1, 2008. The goal of the program is to reduce collisions and injuries related to red light running through a combination of law enforcement and improvements to traffic signals operations throughout the city. Since 2008, the system has grown to a total of 63 cameras, which have been added in phases. Up to four additional cameras are planned for FY2014.

A private vendor, American Traffic Solutions (ATS), operates the City's Red Light Enforcement Program. The City leases each camera from the vendor for a flat monthly fee. A \$75 violation notice is mailed to violators and an additional fee of \$25 is assessed if the fine is not paid within 30 days. Violation amounts are determined by the State of Texas Transportation Code Chapter 707.

Revenues from citation fees cover the program's cost. Half of the annual revenue after expenses is sent to the State Trauma Fund Account. The remaining revenue is spent on traffic safety programs to improve conditions for vehicular and pedestrian traffic. This fund supports the installation and maintenance of traffic signs, pavement markings, traffic signals, and school related improvements.

**RED LIGHT ENFORCEMENT FUND BUDGET SUMMARY  
FY2014**

**REVENUES:**

Utility Fee	\$6,500,000
Late Fees	600,000
Miscellaneous Revenue	2,754
Returned Check Processing	<u>2,400</u>

**TOTAL REVENUE** \$7,105,154

Uses/(Source) of Fund Balance \$2,738,176

**TOTAL REVENUE SOURCES** \$9,843,330

**EXPENDITURES:**

Personnel Services	\$2,540,784
Supplies	920,515
Contractual Services	<u>6,382,031</u>

**TOTAL RECURRING EXPENSES** \$9,843,330

**DEBT SERVICE AND CAPITAL OUTLAY:**

Capital Outlay	\$0
Debt Service	<u>0</u>

**TOTAL DEBT SERVICE AND CAPITAL OUTLAY** \$0

**TOTAL EXPENDITURES** \$9,843,330

**FUND BUDGET SUMMARY****DEPARTMENT:**

RED LIGHT ENFORCEMENT FUND

**FUND/CENTER**

R159/0202504:0202507

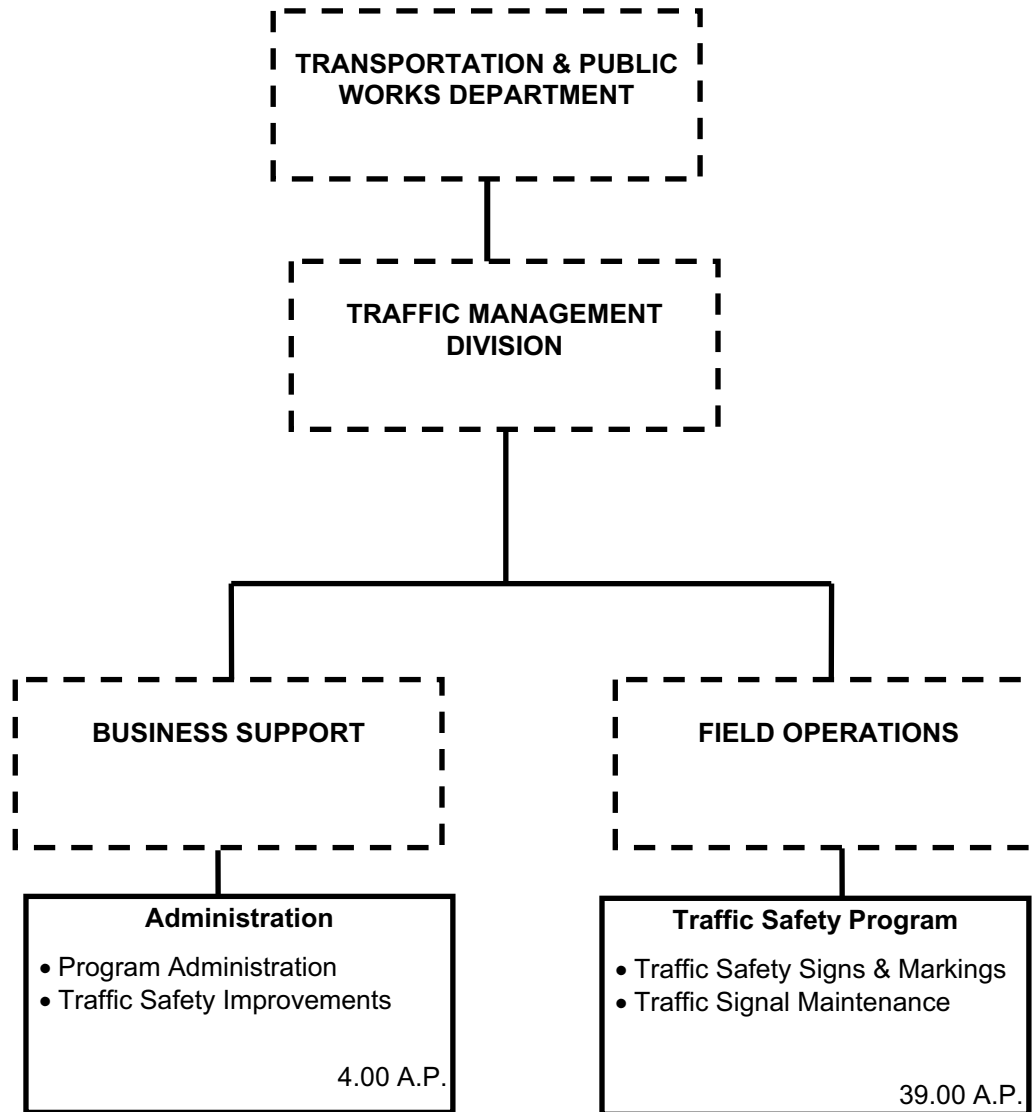
**SUMMARY OF FUND RESPONSIBILITIES:**

The City initiated the Red Light Enforcement Program on January 1, 2008. The goal of the program is to reduce collisions and injuries related to red light running through a combination of law enforcement and improvements to traffic signals operations throughout the City.

At the inception of the Red Light Enforcement Program, program operations were included in the Transportation and Public Works (TPW) Department as part of the General Fund. However, in FY2011, the Red Light Enforcement Program was established as a separate Special Fund, still under the direction of TPW. Revenues from citation fees cover the program's cost. Half of the annual revenue after expenses is sent to the State Trauma Fund Account. The remaining revenue is spent on traffic safety programs to improve conditions for vehicular and pedestrian traffic.

<b>Allocations</b>	<b>Actual FY2012</b>	<b>Adopted FY2013</b>	<b>Proposed Budget FY2014</b>	<b>Adopted Budget FY2014</b>
<b>Personnel Services</b>	\$ 2,680,886	\$ 2,521,060	\$ 2,540,784	
<b>Supplies</b>	1,213,690	854,515	920,515	
<b>Contractual</b>	6,044,970	7,752,939	6,382,031	
<b>Capital Outlay</b>	0	400,000	0	
<b>Total Expenditures</b>	\$ 9,939,546	\$ 11,528,514	\$ 9,843,330	
<b>Authorized Positions</b>	45.00	43.00	43.00	

## RED LIGHT ENFORCEMENT FUND - 43.0 A.P.



**FUND STATEMENT**

**FUND:**

**LAKE WORTH TRUST FUND**

Under the direction of the Water Department, the Lake Worth Trust Fund manages approximately 150 lease properties adjacent to Lake Worth. The Fund was established to provide funding for purchasing improvements on leased properties in accordance with the lease agreements, in the event the leased properties are not sold to the lessee.

The Fund is responsible for a portion of the costs associated with three Deputy City Marshal positions who provide protection for the parks and neighborhoods adjacent to the lake.

**LAKE WORTH TRUST FUND BUDGET SUMMARY  
FY2014**

**REVENUES:**

Lease Income	\$180,000
Boat Fees	25,000
Lease Transfer	<u>1,000</u>
<b>TOTAL REVENUE</b>	<b>\$206,000</b>

**OTHER FINANCING SOURCES:**

Use/(Source) of Fund Balance	<u>\$0</u>
<b>TOTAL REVENUE AND OTHER FINANCING SOURCES</b>	<b>\$206,000</b>

**EXPENDITURES:**

Water and Sewer	\$0
Lake Patrol	<u>206,000</u>
<b>TOTAL RECURRING EXPENSES</b>	<b>\$206,000</b>

**CAPITAL OUTLAY:**

Capital Outlay	\$0
Debt Service	<u>0</u>
<b>TOTAL DEBT SERVICE AND CAPITAL OUTLAY</b>	<b>\$0</b>
<b>TOTAL EXPENDITURES</b>	<b>\$206,000</b>

**DEPARTMENTAL BUDGET SUMMARY****DEPARTMENT:**

MUNICIPAL COURT, LAKE WORTH TRUST FUND

**FUND/CENTER**

FE70/038001002000

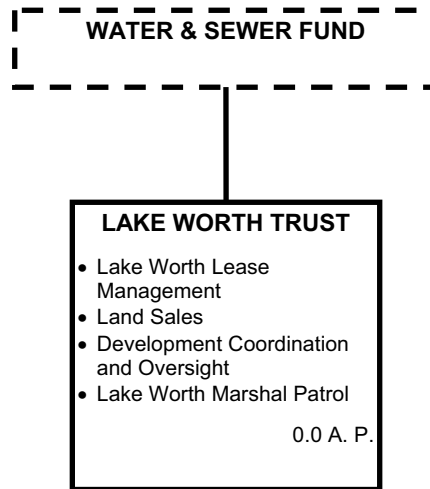
**SUMMARY OF DEPARTMENT RESPONSIBILITIES:**

The Lake Worth Trust Fund, which is managed by the Water Department, includes activities involving the Municipal Court Department. There are two departmental budget summary pages from these departments for the Lake Worth Trust Fund. Each page contains the Department's own budget information.

The Municipal Court Department provides lake patrol services and security for the parks and neighborhoods adjacent to Lake Worth. Three Deputy City Marshals provide 16-hour patrols each day using patrol sedans and watercraft. Funds are transferred from the Lake Worth Trust Fund to the General Fund to cover costs associated with these patrol services.

<b>Allocations</b>	<b>Actual FY2012</b>	<b>Adopted FY2013</b>	<b>Proposed Budget FY2014</b>	<b>Adopted Budget FY2014</b>
<b>Personnel Services</b>	\$ 0	\$ 0	\$ 0	
<b>Supplies</b>	0	0	0	
<b>Contractual</b>	263,409	259,051	206,000	
<b>Capital Outlay</b>	0	0	0	
<b>Total Expenditures</b>	\$ 263,409	\$ 259,051	\$ 206,000	

## LAKE WORTH TRUST FUND- 0.0 A. P.





## FUND STATEMENT

**FUND:**
**CRIME CONTROL AND PREVENTION DISTRICT**

In the 1980s, Fort Worth had the highest crime rate in the United States for two years. In 1995, the citizens of Fort Worth voted to establish a Crime Control and Prevention District (CCPD) for a five-year period. The District has since been renewed by voters in 2000, 2005 and 2009 for a five-year period with the mission to enhance the Fort Worth Police Department's ability to provide quality service and to work in partnership with the community to reduce crime and to create a safe environment for all.

Revenue from the ½ cent sales tax serves a role in providing the necessary resources to effectively implement crime reduction strategies pertaining to violent crime, gangs, neighborhood crime, school safety, youth, and police enhancements. These strategies include deploying officers to respond to emerging problems, supporting citizen participation and crime prevention programs, replacing vehicles and equipment critical to crime control, increasing security at schools and providing an adequate number of officers throughout Fort Worth's neighborhoods.

The Fund is administered by the Fort Worth Police Department and it is managed by a nine-member Board of Directors that establishes the annual budget and policies, oversees expenditures and evaluates programs funded by the district. Each year, the Board adopts a budget which is then submitted to the City Council. The Council approves or rejects the budget as submitted by the CCPD Board.

The CCPD maintains a comprehensive set of Financial Management Policy Statements that are administered by City Staff on behalf of the Crime Control and Prevention District. The aim of these policies is to ensure that financial resources are available to meet the present and future needs of the CCPD through effective program planning for CCPD revenue.

**CCPD Goals**

- 1) Manage the budget based on funding priorities.
- 2) Continue to provide opportunities for citizens to learn about CCPD.
- 3) Support efforts to reduce violent crime through enhanced enforcement activities and crime prevention programs.
- 4) Support efforts to increase safety of residents and decrease crime throughout Fort Worth neighborhoods.
- 5) Support efforts to increase safety of youth and reduce juvenile crime through crime prevention and intervention programs.
- 6) Support efforts to enhance crime fighting and prevention tools and efforts through diverse recruitment, training, and retention of high quality officers, technology and equipment, and capital improvements.

**CRIME CONTROL AND PREVENTION DISTRICT FUND BUDGET SUMMARY  
FY2014**

**REVENUES:**

Sales Tax Revenue	\$54,715,598
School Security Initiative Revenue	4,243,288
Miscellaneous Revenue	283,720
Interest on Investments	<u>135,871</u>

<b>TOTAL REVENUE</b>	<b>\$59,378,477</b>
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Uses/(Source) of Fund balance	<u>\$0</u>
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<b>TOTAL SOURCE OF FUNDS</b>	<b>\$59,378,477</b>
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**EXPENDITURES:**

Personnel Services	\$28,268,626
Supplies	5,018,930
Contractual Services	<u>19,883,329</u>

<b>TOTAL RECURRING EXPENSES</b>	<b>\$53,170,885</b>
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<b>TOTAL CAPITAL OUTLAY</b>	<u><b>\$6,207,592</b></u>
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<b>TOTAL EXPENDITURES</b>	<b>\$59,378,477</b>
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**DEPARTMENTAL BUDGET SUMMARY****DEPARTMENT:**

POLICE

**FUND/CENTER**

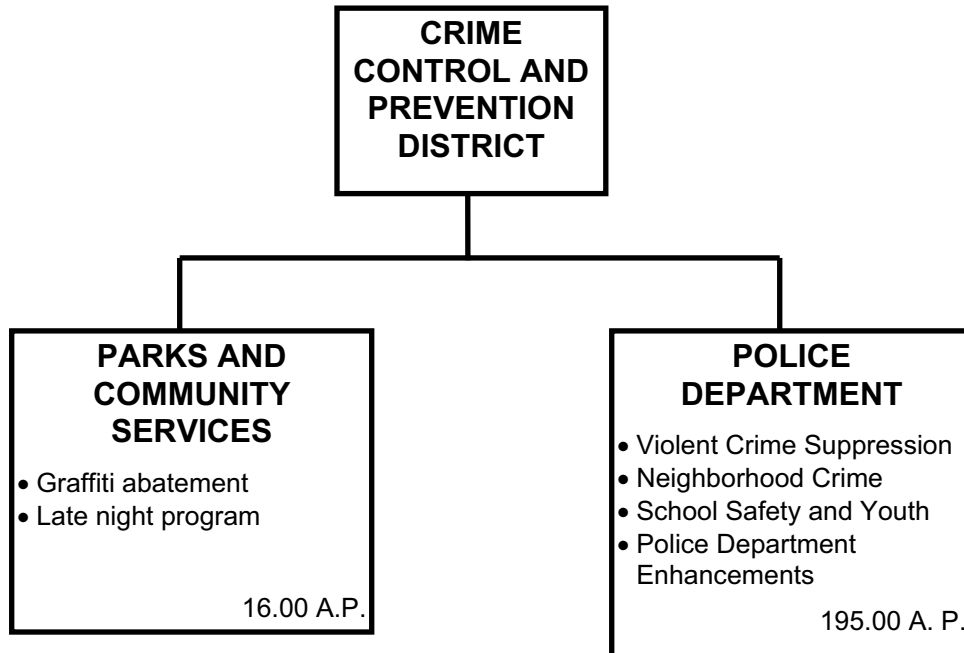
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**SUMMARY OF DEPARTMENT RESPONSIBILITIES:**

The Police Department, under the direction of the Chief of Police, develops and implements programs to deter crime and to protect life and property within the City of Fort Worth. Specific departmental responsibilities include: enhanced enforcement activities, crime prevention programs, safety of residence and youth and enhanced crime fighting through diverse recruitment, technology and equipment, and capital improvements.

<b>Allocations</b>	<b>Actual FY2012</b>	<b>Adopted FY2013</b>	<b>Proposed Budget FY2014</b>	<b>Adopted Budget FY2014</b>
<b>Personnel Services</b>	\$ 27,866,824	\$ 25,656,756	\$ 27,450,494	
<b>Supplies</b>	3,137,443	3,593,521	4,979,882	
<b>Contractual</b>	31,494,068	19,636,094	19,562,728	
<b>Capital Outlay</b>	329,415	4,596,344	6,207,592	
<b>Debt Service</b>	100,461	0	0	
<b>Total Expenditures</b>	\$ 62,928,212	\$ 53,482,716	\$ 58,200,696	
<b>Authorized Positions</b>	232	189	195	

**CRIME CONTROL AND PREVENTION DISTRICT  
(CCPD) - 211.00 A. P.**



**DEPARTMENTAL BUDGET SUMMARY****DEPARTMENT:****PARKS AND COMMUNITY SERVICES****FUND/CENTER****GR79/0800511:0808080****SUMMARY OF DEPARTMENT RESPONSIBILITIES:**

The Parks and Community Services Department is responsible for planning, designing, developing, and maintaining the City's network of parks as well as for the planning and administration of various recreation and human services programs that the City offers.

Parks and community policing and security and graffiti abatement are integral parts of crime control and prevention. While aggressive law enforcement activity is an obvious need in making Fort Worth the safest large city in the United States, this alone does not ensure that Fort Worth will remain a first-class city. It is important that the public also have available quality of life amenities, including libraries, entertainment, and parks. People will use these amenities, particularly the parks, only if they feel safe in them. Graffiti, if left unabated, breeds even more graffiti and potential violent conflict among the gangs that spread it.

<b>Allocations</b>	<b>Actual FY2012</b>	<b>Adopted FY2013</b>	<b>Proposed Budget FY2014</b>	<b>Adopted Budget FY2014</b>
<b>Personnel Services</b>	\$ 689,381	\$ 870,382	\$ 818,132	
<b>Supplies</b>	39,077	44,855	39,048	
<b>Contractual</b>	289,830	313,975	320,601	
<b>Capital Outlay</b>	0	0	0	
<b>Total Expenditures</b>	\$ 1,018,288	\$ 1,229,212	\$ 1,177,781	
<b>Authorized Positions</b>	6	6	16	

**FORT WORTH**

